

Date: 3 June 2015

Item 7: TfL Performance Delivery 2014-15 and Performance Awards

This paper will be considered in public

1 Summary

- 1.1 This paper seeks the Committee's approval to the overall delivery for the year ended 31 March 2015 against the TfL and individual business or specialist services scorecards for the Commissioner and Chief Officers, and to note the eligible performance awards for all other TfL staff (including Directors and Senior Managers).
- 1.2 A paper is included on 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 a person or authority. 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 paper and the supplemental information on Part 2 of the agenda:**
- (a) **agree the delivery against scorecards for 2014/15 and note the overall level of performance awards for the Commissioner and Chief Officers;**
and
- (b) **note the overall level of performance awards for other staff.**

3 Background and Summary of Achievement

- 3.1 2014/15 was another demanding year for TfL, with tough targets set against delivery of four key indicators; Safety and Environment, Customer Satisfaction, Operational Reliability and Finance, Project and People. The TfL scorecard is aligned to reflect the pillars of the TfL story.
- 3.2 Overall delivery has been good, and **the total score against the TfL scorecard is 87.1 per cent**. Detailed performance against the TfL scorecard is set out in Appendix 1 with the individual business or specialist services scorecards set out in Appendix 3.

Summary of Scorecard Achievement Rates

Table 1: A summary of the scorecard outcomes

Scorecard	Outcome %
London Underground & Rail	86.9
Surface Transport	81.7
Finance	82.4
General Counsel	77.5
Customer Experience, Marketing & Communications	92.0
Planning	87.5
TfL	87.1

- 3.3 Performance is measured via a combination of TfL-wide, business area and individual performance scorecard measures. This paper is concerned primarily with the specific payments for the Commissioner and Chief Officers, but also sets out the broad performance related payments for other staff across TfL outlined in section 6.
- 3.4 The Commissioner has provided a summary of the year in question, taken from the 2015 Annual Report and this is set out in Appendix 2.

4 Chief Officer Performance Awards 2014/15

- 4.1 The maximum potential performance award that Chief Officers can achieve is **30 per cent** of base salary:
- (a) 5 per cent - Group TfL objectives;
 - (b) 10 per cent - Business scorecard objectives; and
 - (c) 15 per cent - Individual objectives.
- 4.2 Overall, TfL met **87.1 per cent** of its scorecard after weighting, as set out at Appendix 1, with individual modal scorecard results set out at Appendix 3.
- 4.3 Commentary, by the Commissioner, for each Chief Officer with regard to their individual performance and the proposed performance award payments are set out in the supplementary paper on Part 2 of the agenda.

5 Commissioner's Performance Award 2014/15

- 5.1 The Commissioner is entitled, at the discretion of the Remuneration Committee, to a maximum potential performance award equivalent to 50 per cent of base salary. This is measured against the TfL group scorecard, shown at Appendix 1. Overall, TfL met **87.1 per cent** of its scorecard, after weighting. The present Commissioner has always proposed to apply the overall TfL scorecard result to his performance award. Appendix 2 contains the Commissioner's commentary on the financial year 2014/15. The proposed performance award for the Commissioner is set out in the supplementary paper on Part 2 of the agenda.

6 Performance Awards for Directors, Senior Managers and Others

- 6.1 Arrangements for employees below Chief Officer level are set out below and are agreed by the Commissioner.
- 6.2 **Directors:** maximum award equivalent to **20 per cent of base salary** based on the TfL group scorecard (max 2.5 per cent), modal scorecard (max 7.5 per cent) and individual performance objectives (max 10 per cent).
- 6.3 **Senior managers:** target award equivalent to **5 per cent of base salary** (with a 15 per cent maximum), based on a Business Performance Index score related to the combination of TfL group, modal and individual performance measures.
- 6.4 **Non-operational employees in other grades:** performance is reflected by a combination of incremental rises to base salary and/or lump sum performance awards (Performance Related Pay and Pay for Performance).

List of appendices to this report:

Appendix 1: TfL Scorecard 2014/15

Appendix 2: Commissioner's summary of the performance year taken from the 2015 Annual Report

Appendix 3: Individual business and specialist services Scorecards for 2014/15

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

List of Background Papers:

None

Contact Officer: Stephen Field, Director of Pensions and Reward
Number: 020 7918 3786
Email: stephenfield@tfl.gov.uk

Contact Officer: Tricia Riley, HR Director
Number: 020 3054 7265
Email: tricia.riley@tube.tfl.gov.uk

TfL Scorecard - 2014/15

Indicator	Unit of Measure	2013/14 Result	2014/15 Target	2014/15 Result	Weighting %	2014/15 result after mitigation	Source for target
■ Customer					22.50%		
London Buses - customer satisfaction	score	83	83	85	7.50%	7.5%	Surface scorecard
London Underground - customer satisfaction	score	83	83	84	7.50%	7.5%	R&U scorecard
TLRN - customer satisfaction	score	75	75	74	5.00%	3.5%	Surface scorecard
DLR - customer satisfaction	score	87	86	89	1.00%	1.0%	R&U scorecard
London Overground - customer satisfaction	score	82	81	83	1.50%	1.5%	R&U scorecard
■ Delivery					52.50%		
Killed & seriously injured (Londonwide)	% reduction (2005-09 baseline)	34.3	35.1	39.7	5.00%	5.0%	Surface scorecard
Recorded crime: London Buses	crimes/million p. journeys	7.5	7.4	7.2	5.00%	5.0%	Surface scorecard
Recorded crime: London Underground/DLR	crimes/million p. journeys	8	8	7.1	5.00%	5.0%	Enforcement and on-street operations (Surface)
Significant Injuries per million hours on R&U	Injuries/m hours	NEW	0.55	0.31	2.50%	2.5%	R&U scorecard
Hybrid Bus introduction	Total number	NEW	1,250	1,250*	2.50%	2.5%	Surface scorecard
Euro 3 Upgrade/Early Retirement	Total number	NEW	1,250	1,250*	2.50%	2.5%	Surface scorecard
London Buses: Excess Wait Time	mins	1	1	1.1	5.00%	3.4%	Surface scorecard
London Underground: Total Lost Customer Hours	Millions of hours	24.24	19.8	22.67 **	5.00%	4.0%	R&U scorecard
TLRN: Journey Time Reliability	%	89	88.8	88.3	5.00%	3.8%	Surface scorecard
DLR: Departures	%	99.2	98.8	99.3	1.00%	1.00%	R&U scorecard
London Overground: On-time performance	%	96.1	96	95.4	1.50%	1.5%	R&U scorecard
% Investment Programme and Budget	%	86.3	100	92	12.50%	11.5%	Standard methodology

milestones achieved		(2012/13 figure)	Sliding scale				
People						5.00%	
Staff Survey	score	SURVEY NOT COMPLETE	81%	76%	5.00%	0.0%	2012/13 score +2
Value						20.00%	
Forecast accuracy - Opex not in the IP	%	95	100 Sliding scale	97.5%	3.00%	2.1%	Proposed methodology
Forecast accuracy - Investment Programme (Opex and Capex)	%	95	100 Sliding scale	93.0%	2.00%	1.3%	Proposed methodology
Net commercial development income	£m	221	218	174	5.00%	5.0%	Q3 dashboard Efficiency spreadsheet in link tab - Important to note this will be measured from Q3 Dashboard not Q2 position or from the Long term Measures -This is the £1.351 less Group 19 in the table
Achievement of efficiency savings 2014/15	£m	£188m	£1.333bn	£1.442bn	5.00%	5.0%	
Long Term Efficiencies -Proportion of Business Plan efficiencies to be secured	%	NEW	15%	15%	5.00%	5.0%	New developed
Total					100%	87.1%	

* Latest forecasts - final results not yet available

** Includes impacts from industrial action. Full-year result is 18.85 LCH (0.95 better than target) excluding effects from industrial action

*** TfL is expected to fail this measure, with poor performance across most business areas

Commissioner's Summary of the Year Ended 31 March 2015 taken from the 2015 TfL Annual Report

Introduction

It has been another highly successful year for TfL, with major advances in every area of our integrated authority. This has been delivered against a background of a rapidly growing population, technological advance and constantly rising customer expectations. We must do more, do it better and do it all for less money. And we are.

Background and context

Management team

It starts with getting the top team right. I have no doubt that the current group of Chief Officers is the best management the organisation has ever had, including in its predecessor forms. This is reflected in our delivery capability and the organisation's reputation and standing, which are at all time highs. My team can rival the best in any sector, public or private.

Population and economic growth

London achieved an historic milestone with our population reaching 8.6 million, the largest number of people ever to live here. Our job has been to enable this growth in economically active and productive people to drive the economic and social wellbeing of London and the entire nation.

Businesses are thriving, jobs and homes are being created and we live in an increasingly safe and better environment. None of this would be happening without the high quality and constantly improving transport we are delivering and the plans we are making for London's future.

Delivery summary

Across the TfL network capacity has been increased and reliability improved. We have also focused on the critical task of tackling rising levels of traffic which, as we anticipated, has worsened as a result of a recovering economy and the reallocation of road space to other users. We have also materially advanced our plans to improve air quality, including announcing our world-leading Ultra Low Emission Zone.

London Underground is now over 50 per cent more reliable compared to 2010/11 due to a relentless focus on getting the detailed day-to-day operations right while simultaneously modernising the network. Thanks to the continuing success of the capital programme, train frequencies and capacity on the upgraded Victoria, Jubilee and Northern lines now rival those of the best metros anywhere in the world. We also successfully announced firm plans for the upgrade of the next four lines following termination of the Bombardier contract.

Our roads are undergoing radical and rapid change. Delivery of the Mayor's vision for cycling is being made with great pace. And communities across London are being

transformed through investment in better high streets and made safer for all users through improved road layouts.

Greater efficiency and effectiveness

These are enormous achievements. But we have not been content to do the same old job on a bigger scale.

I have led huge change both in the way we manage the organisation - including radically changing senior pay arrangements to reward high performance - and in how we deliver, adapt and innovate to support a city where expectations are rising faster than at any time I can remember.

My message to our customers, users, stakeholders, staff and contractors has remained that transport is not an end in itself and is certainly not there for the benefit of providers. It is an enabler of economic development, housing, jobs and social cohesion.

Everything we do is designed to meet a core promise: that every one of the record 30 million journeys made on our network each day matters to us. I have also focused on communicating that every penny of our income is ploughed back into running and improving services. These are vitally important messages, especially in changing our internal culture, and I am pleased that our customer service and reputational measures are showing that Londoners are experiencing real improvements to their transport on the ground.

We operate to, and are rightly judged by, the standards of the best in the private sector. Why should we be any less agile, any less innovative, any less aware of our cost base and any less sensitive to the needs of our customers than a commercial business?

The scale of that management and leadership challenge is enormous. As part of a huge savings and efficiencies programme, we have taken 15 per cent out of our cost base. At the same time, we have expanded capacity, made existing infrastructure work even harder and made transport more accessible and safer. That isn't easy and is getting progressively harder without compromising investment, which accounts for 40 per cent of our expenditure, or day to day services, which accounts for the remaining 60 per cent.

We manage a range of models to deliver in the most effective way. Some services we run directly, like the London Underground, while others are out-sourced, like our bus service and London Overground. My job has been to make sure that the quality and value for money of all of them are equally high, that there is a joined-up customer experience and that everything we do, either directly or through partners, delivers what this city needs.

We have made significant progress on all fronts this year.

Delivery in 2014/15

The Mayor's manifesto

The core of our success is measured by the extent to which we have delivered on the Mayor's manifesto commitments.

Of the 56 manifesto pledges relating to transport, 26 have already been delivered and 27 are on target for delivery with 3 requiring further action. I attach an annex with the status against each. Nine require further action to bring them on target and one, the pledge to change Britain's strike laws, will only happen if legislative changes are now made post the General Election.

Record demand

Our public transport services are carrying record numbers of customers and users. Despite these significant increases, crime on the network remained at its lowest level since reporting began.

London Underground and Rail

Capacity on the Northern line, one of the busiest on the Tube, was increased by 20 per cent as part of the continuing Tube modernisation programme. The Victoria and Jubilee lines are among the most frequent rail service in Europe with a train every 90 seconds at peak times. The further introduction of air conditioned, walk through S-Stock trains continued to plan. We added a fifth car to the hugely successful London Overground and a new station and extra capacity to the DLR. We also opened part of the new and much larger entrance to Tottenham Court Road station.

Work started on site to build the Northern line extension to Battersea following the successful conclusion of the TWA process. By 2020 it will deliver 15 minute journeys to central London from two new stations, creating 24,000 new jobs and 16,000 new homes.

Crossrail 1, which will add 10 per cent extra capacity to the rail network from 2018, is now more than halfway built and is on time and on budget. Tunnelling is virtually complete and we are now moving on to fitting out the stations and preparing all the necessary systems to begin operating passenger service.

As a prelude to that, we have completed our preparations for TfL Rail taking on Great Eastern services out of Liverpool Street to Shenfield from May 2015. We also completed preparations for London Overground taking on West Anglia services out of Liverpool Street from the same date. We have applied a 'One Liverpool Street' strategy to ensure that the staff of all operators and Network Rail are joined up operationally and provide good customer service. While services will not see major improvement immediately, stations will be staffed at all times and pay as you go fares will come down to lower TfL levels.

Getting these services right is important to our aspiration of running further national rail services in London and I am confident that our detailed preparations for Liverpool Street will further strengthen that case.

Crossrail 2

Our case-making for Crossrail 2 has already taken root with the business community, politicians and central Government. While there remains much work to do to bring this to reality, nine out of 10 of London's businesses already support Crossrail 2 as the next big infrastructure project in London and the route has been safeguarded.

Michele Dix has been appointed as MD of Crossrail 2 working with Daniel Moylan and the detailed business case and funding package are being worked up. The Chancellor has invited us to present this as part of the spending round that will follow the General Election. With London being able to pay for much of the project itself, there is every chance of being able to press ahead without the delays which dogged the start of work on Crossrail 1.

Buses

Demand for the bus service again reached record highs and we introduced many more British-built New Routemasters. Our 'Year of the Bus' reminded everyone, especially business and political leaders, of the vital and flexible role the service plays in keeping London moving. The centenary of the outbreak of the First World War and our splendid B-type London bus from the period were poignant reminders of the role transport staff played in that conflict.

Road network

Our unprecedented £4 billion roads modernisation programme is delivering improved and more agreeable environments and safer roads on our own network and in London's local centres. It signals fundamental change in how London operates and we are leading significant behaviour change on the part of road users. It also marks a huge step up in our communication strategy with road users, to demonstrate that there is a guiding mind behind the management of the road network and that there is a huge programme of investment underway.

To support massive growth in cycling journeys, we began the construction of new segregated Cycle Superhighways and, with the boroughs, will introduce new Quietways. As ever, reducing loss of life and serious injury remained a top priority, particularly in respect of more vulnerable road users including cyclists, pedestrians and motorcyclists.

We funded a new Roads and Transport Policing Command, bringing together 2,300 Police and Community Support Officers to further improve the safety and security of roads and buses, making it the largest police command in the UK.

The world's first Safer Lorry Scheme was launched, another example of effective partnership working. The rogue minority of HGVs that operate without even basic safety equipment will be forced to improve or be banned. This will save more lives and create a level playing field for operators. The HGV taskforce (IHTF), made up of officers from the Roads and Transport Policing Command (RTPC), City of London Police and the Driver and Vehicle Standards Agency continues to carry out roadside enforcement activity, targeted at the most non-compliant commercial vehicles. There has been a particular focus on construction and waste vehicles given the disproportionate number of these involved in fatal cycle and other vulnerable road user collisions. Last year the IHTF stopped 2,835 vehicles, issued 1,082 roadworthiness prohibitions and 509 fixed penalty notices for various offences and seized 17 of the most dangerous vehicles.

Work with a range of partners, especially the freight and logistics industries and London's boroughs, will continue as together we manage our roads differently to reflect the changing city. We will also make even more data freely and openly available to help others help us make the roads safer.

Taxi and private hire

Perhaps the most difficult element of the roads story this year has been our relationship with the taxi and private hire industry. Legislation written up to a century or more ago has been challenged by new operating models such as Uber. We have done all that we can to accelerate obtaining clarity on the taxi meter and other issues raised, often in the face of elements of the taxi trade actually slowing this process down.

In the meantime, we have continued to discharge our regulatory obligations for the trades with professionalism and rigour, clamping down on touting and other contraventions. In the next period, I want us to improve our communication with the taxi and private hire industries as a whole. We need to talk to drivers directly and not have this intermediated by trade bodies or union representatives who, in fact, talk for only a small proportion of them.

As always, our priority is a safe, well-regarded and successful taxi and private hire industry, for the benefit of passenger and users in London.

Customer service

While Network Rail and the train operators struggled and suffered reputational damage, our relentless focus on greater reliability and improving customer service took our corporate reputation to new highs.

We began moving more staff out from remote ticket offices and back rooms into the public areas of stations, improving training and equipping staff with the latest technology to provide an even better service with a human touch. Surveys at the stations where ticket offices have closed already show improved levels of customer satisfaction. Our first improved Visitor Information Centre opened at King's Cross St Pancras; others will follow in rapid succession.

We became the first transport authority to introduce contactless ticketing, vastly improving convenience for customers and quickly becoming the fastest growing merchant in Europe for those payments. We are leaving every other operator in the country in our wake.

We developed a new smart phone friendly website to meet the needs of our tech-savvy city and continued to be the driving force both nationally and internationally for free open data, fuelling hundreds of new travel apps.

We are also pioneers in the use of 'big data' to improve services for customers, using it to make automatic refunds, re-plan the bus service and change travel demand by providing better and more granular real-time information across social media and a range of other channels. This harnessing of data to deliver benefits rivals the approach of any leading retailer or service provider.

Fares

I am especially proud of what we have been able to do this year for London's army of part-time and flexible workers. The old fares system worked against them. On a day-by-day basis they paid more for travel than their full-time counterparts. The innovative fares package we recommended to the Mayor gave him the ability to

restructure fares to give these customers a fairer deal and help develop today's flexible labour market. It will come to be seen as one of the most progressive and innovative set of changes ever.

Commercial

We have made very good progress with our new commercial development strategy. Our joint venture with CapCo at Earls Court will secure a highly valuable stream of regular funding and we have secured an impressive range of top quality partners to develop our other property interests. We obtained an excellent cycle hire sponsorship deal with Santander, securing much higher revenue than the Barclays deal. And our partnerships with retailers for 'click and collect', pop up shops and other opportunities is already transforming station environments.

Cities

Our work is not just limited to London and we are influential nationally and internationally across many areas. One of the most toxic threats to winning sustained investment in transport has been the 'north versus London' debate. We moved quickly and, for the first time, joined other cities to argue for reform in the way transport infrastructure is funded. Alongside Manchester, Birmingham, Leeds and Sheffield we have been making the case for Whitehall to give us a greater say over our own futures and in turn boost the prosperity of UK plc. This has been highly successful in repositioning the 'north vs London' debate and that it is not a zero sum game.

International

I am now close to the completion of my two year term as President of the UITP, the international association of public transport authorities. I have re-shaped their agenda to focus on the major challenges of urban public transport in the 21st century and how the transport industry collectively can help lead the way.

In the meantime, transport authorities from around the world continue to visit us to learn how we do things in London. This spans our operational responsibilities, capital projects, planning for the future and customer issues such as fares, ticketing and information; and also our Olympic experiences.

Our staff

This organisation is nothing without the hard work and professionalism of our staff and those of our contractors.

We have spent much of the year engaging with staff and training them in modern methods of customer service. Our internal communications function has been overhauled to ensure a constant stream of information and updates about our business. Our staff survey has once again demonstrated that staff are incredibly proud to work for TfL and believe that we are improving the services we deliver. However, as with all other organisations, we need to help staff adapt to change and to continue to give them better tools to deliver for customers.

Our directors and senior managers have also attended leadership development training in a programme put together with the Cass Business school. This is equipping our team to lead through change and to focus on working with our staff to

deliver more effectively. We hold regular leadership sessions and conference calls with this team and groups of them drawn from different parts of the business are working collaboratively on a whole range of important projects from harnessing innovation to improving customer service.

The future

Global cities like London never stand still. We must carry on with our programme to modernise the Tube and road networks. We need to support the necessary expansion of our bus services.

Our case for Crossrail 2 as the next big infrastructure project has already been heard. We need to build on the success of London Overground to further improve commuter services into central London. The dreadful situation at London Bridge shows why. We must underpin the Mayor's ambitious housing programme with the transport that links these new homes to jobs. And we must continue to play our part in reducing levels of pollution in the city and improving its safety.

Our population is set to reach 10 million by 2030 and it will grow larger still. This represents one of the nation's greatest economic opportunities. I will continue to lead the case making for steady and sustained investment in transport and other infrastructure to make the most of that opportunity.

That will pose new challenges to me and the management team in the years ahead. We are determined to rise to them efficiently and effectively, and always to the benefit of our customer and users.

Sir Peter Hendy CBE
Commissioner of Transport

Rail & Underground Scorecard - 2014/15

	Unit of Measure	2014/15 Target	2014/15 Actual	2014/15 Weighting %	Score Without Mitigations %	Final score approved by the Commissioner
Indicator						
■ Customer						
LU - Overall Customer Satisfaction	No.	83	84	16.5%	16.5%	16.5%
DLR - Overall Customer Satisfaction	No.	86	89	1.5%	1.5%	1.5%
Overground - Overall Customer Satisfaction	No.	81	83	2.0%	2.0%	2.0%
Trams - Overall Customer Satisfaction	No.	89	89	0.5%	0.5%	0.5%
LU cares about its Customers		42	48	4.0%	4.0%	4.0%
■ Delivery						
Total Milestone Delivery	%	90%	91%	25%	25%	25%
Total Lost Customer Hours (Assets, Staff & Customers)	LCH (m)	19.8	22.7	12.5%	0.0%	10.0%
LU Excess Journey Time	Minutes	4.75	4.63	4.5%	4.5%	4.5%
Overground - On time performance (PPM MAA)	%	96.0%	95.4%	2.0%	0.0%	2.0%
DLR Departures	%	98.8%	99.3%	1.5%	1.5%	1.5%
Significant Injuries per million hours on R&U	Number (Index)	0.55	0.31	6.0%	6.0%	6.0%
■ People						
Leadership and Change Index Score	%	42%	31%	5.0%	0.0%	0.0%
R&U Attendance (inc. Temporary Alternative Duties)	%	96%	95.36%	4.0%	0.0%	0.0%

■ Value						
Net unsecured efficiency savings	£m	£40m	40.2	10.0%	10.0%	10.0%
Opex Forecast Accuracy-Forecast accuracy should be IP and non-IP, as in surface	%	100% Sliding Scale	1.0	2.5%	1.8%	1.8%
Capex Forecast Accuracy	%	100% Sliding Scale	1.0	2.5%	1.6%	1.6%
Total				100.0%	74.9%	86.9%

Red indicates where mitigations have been awarded

Surface Scorecard 2014/15

Indicator	Unit of Measure	2014/15 Main Target	2014/15 Actuals	2014/15 Weighting %	Score Without Mitigations %	Final score approved by the Commissioner
■ Customer						
Bus customer satisfaction	score	83	85	7.5%	7.5%	7.5%
TfL Road Network customer satisfaction	score	75	74.4	5.0%	0.0%	3.5%
Cycling levels on the TfL Road Network	No.	298	330	5.0%	5.0%	5.0%
■ Delivery						
Bus excess wait time	mins	1.00	1.1	7.5%	0.0%	5.1%
TfL Road Network Journey Time Reliability TLRN (AM peak, all directions)	%	88.8	88.3	5.0%	0.0%	3.8%
% Reduction in KSI on London's roads (Baseline 2005-09)	%	35.1	39.7	5.0%	5.0%	5.0%
DaR: Percentage of trip requests scheduled	%	90.0	90.2	5.0%	5.0%	5.0%
LRS passenger journeys	No.	8,500	10,023	5.0%	5.0%	5.0%
Recorded crime on the Bus network	pmpj	7.4	7.2	5.0%	5.0%	5.0%
Euro 3 Upgrade/Early Retirement	Total Number	1250.0	1,250*	2.5%	2.5%	2.5%
Hybrid Bus introduction	Total Number	1250.0	1,250*	2.5%	2.5%	2.5%
Project milestone delivery - PAMs	%	sliding scale 1-100	86	20.0%	17.5%	18.4%
TLRN Serious & severe disruption (planned)	Hours	500	931.0	5.0%	0.0%	2.5%

■ People						
Employee Engagement	%	80	77.0	5.0%	0.0%	0.0%
Managing Change	%	46	35.0	2.5%	0.0%	0.0%
Surface Integration		18	26.0	2.5%	2.5%	2.5%
■ Value						
Budget & forecast financial accuracy (Non-IP)	%	100% Sliding Scale	99.0	2.5%	2.2%	2.2%
Budget & forecast financial accuracy (IP)	%	100% Sliding Scale	95.0	2.5%	1.2%	1.2%
Delivery of new savings	£m	14	14.0	5.0%	5.0%	5.0%
				100%	65.9%	81.7%

* Latest forecast as full year outturn not yet available

Red indicates where mitigations have been awarded

Finance Scorecard - 2014/15

	Unit of Measure	2014/15 Target	2014/15 Actual	2014/15 Weighting %	Score Without Mitigations %	Final score approved by the Commissioner
Indicator						
■ Customer						
IM Customer Satisfaction	%	75.0%	71.0%	5.0%	0.0%	0.0%
Achieved User Hours (AUH)		99.5%	99.4%	5.0%	2.0%	2.0%
% of undisputed SME invoices paid within 10 working days	%	90.0%	90.0%	5.0%	5.0%	5.0%
Availability for critical applications	%	99.5%	99.9%	5.0%	5.0%	5.0%
■ Delivery						
Delivery of the Business Plan / Budget / Forecast milestones	Milestones	% Delivered	Achieved	5.0%	5.0%	5.0%
Production of Statutory Accounts measured by: - Deadlines achieved (timeliness / delivery) - Clean audit opinion	Target Date	July 2014	Achieved	2.5%	2.5%	2.5%
Delivery of IM Project Milestones	Milestones	% Delivered	Part achieved	5.0%	4.3%	4.5%
Forecast and budget accuracy	Pan Tfl Measure	100% Sliding Scale	2.13%	5.0%	2.1%	2.1%
Commercial Development Delivery Milestones	%	% Delivered	Achieved	5.0%	5.0%	5.0%
Project Delivery Milestones - Includes both Commercial Finance and Interim Third Hub Milestones	Milestones	% Delivered	3.30%	5.0%	0.0%	5.0%
Internal Transformation Milestones - Commercial Capability Programme (CCP) Milestones Commercial Transformation Programme (CTP) Milestones		% Delivered	Achieved	5.0%	5.0%	5.0%
Delivery & Commercial Capability (D&CC) Programme Milestones. (Milestones to be confirmed in March 2014)		% Delivered	Part achieved	5.0%	3.3%	3.8%

Improve Pan-TfL P3M3 maturity levels by March 2015. Provisional targets are Surface & London Rail - Level 3 (Target to be confirmed in February 2014)		Level 3	Achieved	5.0%	5.0%	5.0%
Carbon reduction		129.3kg CO2/m2	123.44	2.5%	2.5%	2.5%
Crossrail JST milestone measures		% Delivered	Achieved	5.0%	5.0%	5.0%
■ People						
Viewpoint staff survey	%	0.83	74.0%	5.0%	0.0%	0.0%
■ Value						
Delivery of the efficiencies target for Finance (excluding secondary revenue)	£m	£2m	8.566	5.0%	5.0%	5.0%
Deliver Financing and cost efficiencies (Savings made in deals struck by corporate finance)	£	£25m NPV	Achieved	5.0%	5.0%	5.0%
Interest earned on deposits better than 7 day LIBID	%	> LIBID	0.54%	2.5%	2.5%	2.5%
Weighted average cost of finance for new TfL borrowings less than PWLB certainty rate	%	< PWLB	3.94%	2.5%	2.5%	2.5%
Achieve Commercial Development Income Target	£	£251m	260	5.0%	5.0%	5.0%
Implement Tax Efficiency Initiatives in 14/15	%	% Delivered	Achieved	5.0%	5.0%	5.0%
Total				100.0%	76.7%	82.4%

Red indicates where mitigations have been awarded

**Customer Experience, Marketing and Communications Scorecard
- 2014/15**

Indicator	Unit of Measure	2014/15 Target	2014/15 Actuals	2014/15 Weighting %	Score Without Mitigations %	Final score approved by the Commissioner
■ Customer						
Correspondence responded to within SLA (Various)	%	80%	83%	6.0%	6.0%	6%
Customer Contact - Customer Satisfaction	%	80%	86%	6.0%	6.0%	6%
Customer satisfaction with TfL Group Websites	%	90%	90%	6.0%	6.0%	6%
Key Ongoing Campaigns - % of coverage with key message delivery (one campaign per quarter)	%	60%	66%	6.0%	6.0%	6%
Assembly member correspondence - average response time - 16 days	Days	16	13.80	6.0%	6.0%	6%
CRM - average open rate for CRM messaging	%	35%	36%	6.0%	6.0%	6%
■ Delivery						
Maintain LU ticket system availability	%	99%	99%	7.0%	7.0%	7%
Maintain bus ticket system availability	%	99%	99%	7.0%	7.0%	7%
Marketing campaigns - delivery of agreed objectives and outcomes	%	100%	100%	7.0%	7.0%	7%
Research findings signed off and available for use within the TfL Library, 8 weeks from the completion of the fieldwork'	%	82%	84.3%	7.0%	7.0%	7%
Balanced and positive media coverage - national and pan-London print	%	86%	95%	7.0%	7.0%	7%
Balanced and positive media coverage - local, borough and BAME	%	80%	93%	7.0%	7.0%	7%

Critical Project Delivery Milestones Achieved On or Before Target Date	%	100%	100%	7.0%	7.0%	7%
■ People						
Staff engagement survey results	%	82%	79%	5.0%	0.0%	0%
Total Engagement						
■ Value						
Forecast accuracy	%	100% Sliding Scale	98%	5.0%	2.0%	2%
Net unsecured efficiencies		£4m	£4m	5.0%	5.0%	5%
Total				100.0%	92.0%	92.0%

Red indicates where mitigations have been awarded

General Counsel Scorecard - 2014/15

Indicator	Unit of Measure	2014/15 Target	2014/15 Actuals	2014/15 Weighting %	Score Without Mitigations %	Final score approved by the Commissioner
Customer						
General Counsel: Meetings of TfL Board and its Committees continue to meet all statutory requirements. Public notice and papers published at least five working days before the meeting, unless urgent as agreed by the Chairman. Target of 100% for papers being dispatched on time.	%	100% sliding scale	Completed	7.5%	7.5%	7.5%
Information Governance Team: Ensure that TfL replies to 100% of FOI requests within statutory deadlines.	%	100% sliding scale	87.3	15.0%	8.0%	8.0%
Information Governance Team: TfL replies to 100% of EIR requests within statutory deadline.		100% sliding scale	86.7	5.0%	2.0%	2.0%
Information Governance Team: IG replies to 100% of subject access requests under the DPA within statutory deadlines	%	100% sliding scale	98.5	5.0%	4.0%	4.0%
General Counsel: Planned assurance work completed or substantially completed by 31 March 2015 for at least 90% of work included in the 2014/15 integrated Assurance Plan.	%	90% sliding scale	Completed (91.2%).	7.5%	7.5%	7.5%
Delivery						
Audit: implement Issue tracker and measure the percentage of audit actions that are completed by management within 60 days of the due date.	%	100% sliding scale	100.0%	7.5%	7.5%	7.5%
Legal: ET Cases - Assess prospects for all ET cases and achieve 90% accuracy of the ET cases that proceed to a hearing when compared to the assessment,	%	90% sliding scale	100.0%	5.0%	5.0%	5.0%
Legal: Prosecutions - To achieve a successful prosecution in 100% of cases.	%	100% sliding scale	93.6%	5.0%	3.0%	3.0%

Legal: Open text - To implement the Opentext content server document management system by 5 September 2014. Milestones to include an operational system in place, including migration to Opentext of all necessary data from Visual files and .pst files by 31/3/2015.	Y/N	31.03.2015	Behind target	2.5%	0.0%	2.5%
Information Governance Team: Reduce the volume of paper in the TfL Records Store at April 2014 (est 170,524 boxes) by 5% by 31 March 2015. (excluding transfers as a result of Tube Lines integration).	%	5.0%	14.1%	5.0%	5.0%	5.0%
Audit: Interim Audit Reports identified in the Audit Plan will be issued no later than 40 days after the end of fieldwork.	%	92% sliding scale	92.3%	7.5%	7.5%	7.5%
Audit: Interim Audit Reports identified in the Audit Plan will be issued on time.	Days	21 days sliding scale	21.4	5.0%	4.0%	4.0%
Audit: All final audit reports identified in the Audit Plan issued within 3 months of the issue of the interim audit report or one month after completion of the last agreed action by management whichever is the later.	%	100% sliding scale	98.9%	5.0%	4.0%	4.0%
■ People						
Staff engagement survey results: Based on 5 engagement index measures.	%	74.0%	73.0%	5.0%	0.0%	0.0%
Complete at least 90% of the planned actions by 31.3.2015.	%	90% sliding scale	0.0%	2.5%	0.0%	2.5%
■ Value						
Forecast Accuracy: Operating Expenditure	%	100% sliding scale	Q4 99% Q3 99% Q2 97% Q1 84%	5.0%	2.5%	2.5%
Efficiencies: Delivery of net unsecured efficiency savings of £200k in 2014/15.	Y/N	200k	£2m.	5.0%	5.0%	5.0%
Total				100.0%	72.5%	77.5%

Red indicates where mitigations have been awarded

Planning Scorecard - 2014/15

Indicator	Unit of Measure	2014/15 Target	2014/15 Actuals	2014/15 Weighting %	Score Without Mitigations %	Final score approved by the Commissioner
Customer / Operational						
London Borough survey satisfaction score to increase to 65%		65.0%	67.4%	5.0%	5.0%	5.0%
% of referable applications responded to within 21 days	%	95.0%	92.0%	5.0%	0.0%	2.5%
Issue pre application advice to the applicant no later than 10 working days (14 days) after the date of the meeting	%	94.0%	96.0%	5.0%	5.0%	5.0%
% of non referable applications responded to within borough deadlines	%	97.0%	98.0%	5.0%	5.0%	5.0%
People						
Staff engagement survey results	%	84.0%	80.0%	5.0%	0.0%	0.0%
Value for Money						
Forecast Accuracy - Gross Operating Expenditure	%	94%- 98%	84.4%	5.0%	0.0%	0.0%
Project						
% of critical milestones achieved (see milestone list below)	%	100.0%	100.0%	70.0%	70.0%	70.0%
Total				100.0%	85.0%	87.5%

Red indicates where mitigations have been awarded