

Date: 15 March 2016

Item: TfL Performance Delivery 2015-16 and Performance Awards

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## 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 2016 against the TfL and individual business or specialist services scorecards for the Commissioner and Managing Directors, 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 Recommendations

- 2.1 **The Committee is asked to note the paper and the supplemental information on Part 2 of the agenda and to:**
- (a) note the delivery against the 2015/16 TfL and business area scorecards to date; and to delegate authority to the Chair to agree the final performance awards once the final scorecard results are known; and**
  - (b) note the overall level of performance awards for other staff.**

### 3 Background and Summary of Achievement

- 3.1 2015/16 was another demanding year for TfL, with tough targets set against delivery of four key indicators; Customer and Users, Our Delivery, Our People and Value for Money. The TfL scorecard is aligned to reflect the pillars of the TfL story.
- 3.2 Based on the full-year forecast made at Period 10, overall delivery has been good, and **the total score against the TfL scorecard is currently 88.0 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.

- 3.3 Final scorecard achievement will be known following the performance year-end in April 2016. The finalised scorecards will be provided to the Chair of the Remuneration Committee so that final performance awards can be approved by the Chair.

### Summary of Scorecard Achievement Rates

**Table 1: A summary of the forecast scorecard outcomes 2015/16**

Scorecard	Outcome %
London Underground & Rail	91.1
Surface Transport	89.5
Finance	96.8
General Counsel	86.5
Customer Experience, Marketing & Communications	90.5
Crossrail 2	100.0
TfL	88.0

- 3.4 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 Managing Directors, but also sets out the broad performance related payments for other staff across TfL outlined in section 6.
- 3.5 The Commissioner has provided his 2015/16 performance summary for TfL set out in Appendix 2.

## 4 Managing Director Performance Awards 2015/16

- 4.1 The maximum potential performance award that Managing Directors 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 is forecast to meet **88.0 per cent** of its scorecard after weighting, as set out at Appendix 1, with individual business area scorecard results set out at Appendix 3.
- 4.3 Commentary, by the Commissioner, for each Managing Director 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 2015/16

- 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.

- 5.2 Subject to an earlier item on the agenda and previous discussions it was decided that the performance award for the Commissioner would in future be assessed on a combination of business performance (75 per cent of the total opportunity) and individual performance (25 per cent of the total opportunity).
- 5.3 Business performance is measured against the TfL group scorecard, shown at Appendix 1. Overall, TfL is presently forecasting to meet **88.0 per cent** of its scorecard..
- 5.4 The Commissioner's individual performance is assessed against achievement of personal objectives set by the Mayor and noted by the Committee. The proposed score for 2015/16 for this element is 60 per cent (15 per cent from the maximum 25 per cent available). This is the Commissioner's recommendation of his performance and has been endorsed by Howard Carter, General Counsel and Tricia Riley, HR Director.
- 5.5 The Committee will be aware that Mike was appointed as Interim Commissioner at the end of July and as the permanent Commissioner in September 2015. In line with normal practice Mike Brown's performance award opportunity for 2015/16 will be split between the time in the role as Managing Director, Rail and Underground and time in the role as interim and permanent Commissioner of Transport. Hence the 2015/16 performance award for Mike Brown will be made up of two separate performance award elements each calculated against Mike's relevant base salary for the role in question. In effect each of the full-year calculations described above for Managing Directors and the Commissioner will be prorated to calculate the final award for Mike Brown. The Commissioner asked that his performance in the Managing Director, Rail and Underground role should be benchmarked against the performance of other colleagues and the Director of HR, Tricia Riley and General Counsel, Howard Carter have confirmed that the assessment is comparable.
- 5.6 Appendix 2 contains the Commissioner's commentary on the financial year 2015/16. 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 Managing Director 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, business area 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 2015/16

Appendix 2: Commissioner's summary of the performance year taken from the 2016 Annual Report

Appendix 3: Individual business and Specialist Services Scorecards for 2015/16

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

**List of Background Papers:**

None

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# Appendix 1

## TfL Scorecard - 2015/16

Indicator	Unit of Measure	2014/15 Target	2014/15 Actual	2015/16 Target	Original Weighting %	2015/16 Forecast Result	Type of measure	2015/16 Weighting (Commissioner Approved)
<b>■ Customer</b>								
London Buses - customer satisfaction	score	83	85	84	7.5%	<b>84</b>	Pass/Fail	<b>7.8%</b>
London Underground - Overall Customer Satisfaction	score	83	84	84	7.5%	<b>85</b>	Pass/Fail	<b>7.8%</b>
TLRN - customer satisfaction	score	75	74	74	5.0%	<b>74</b>	Pass/Fail	<b>5.2%</b>
London Overground & TfL Rail Overall Customer Satisfaction	score	N/A	N/A	82	2.5%	<b>83</b>	Pass/Fail	<b>2.6%</b>
<b>■ Delivery</b>								
% Reduction in KSI on London's roads	% reduction (2005-09 baseline)	35.1%	39.7%	40.0%	5.0%	<b>41.6%</b>	Pass/Fail	<b>5.2%</b>
Recorded crime: London Buses	crimes/million p. journeys	7.4	7.2	7.2	5.0%	<b>7.3</b>	Pass/Fail	<b>2.6%</b>
Recorded crime: London Underground/DLR	crimes/million p. journeys	7.4	7.1	6.8	5.0%	<b>7.0</b>	Pass/Fail	<b>5.2%</b>
Significant Injuries per million hours on R&U	Injuries/m hours	0.55	0.31	0.40	2.5%	<b>0.18</b>	Pass/Fail	<b>2.6%</b>
Hybrid Bus introduction	Total number	1,250	1,250	1,650	2.5%	<b>1,650</b>	Pass/Fail	<b>2.6%</b>
London Buses: Excess Wait Time	mins	1.0	1.1	1.1	5.0%	<b>1.2</b>	Pass/Fail	<b>0.0%</b>
London Underground: Total Lost Customer Hours	Millions of hours	19.8	22.7	18.8	5.0%	<b>25.8*</b>	Pass/Fail	<b>4.2%</b>
TLRN: Journey Time Reliability	%	89%	88%	87.0%	5.0%	<b>87%</b>	Pass/Fail	<b>5.2%</b>
TLRN Serious & severe disruption (unplanned)	Hours	N/A	N/A	2.0	2.5%	<b>2.0</b>	Pass/Fail	<b>2.6%</b>
DLR: Departures	%	98.8%	99.3%	99.0%	1.0%	<b>98.5%**</b>	Pass/Fail	<b>0.8%</b>
London Overground & TfL Rail Public Performance Measure	%	N/A	N/A	94.2%	1.5%	<b>94.0%</b>	Pass/Fail	<b>0.0%</b>
% Budget milestones achieved	%	100%	92%	100%	12.5%	<b>94%</b>	Sliding Scale	<b>12.2%</b>
Single Equality Scheme (SES)	%		N/A	90%	3.8%	<b>85%</b>	Pass/Fail	<b>3.3%</b>
<b>■ People</b>								
Total Engagement	%	N/A	58%	59%	3.8%	<b>60%</b>	Pass/Fail	<b>3.8%</b>
<b>■ Value</b>								
Forecast accuracy - Opex not in the IP*	%	100%	97.5%	100%	1.9%	<b>1.44%</b>	Sliding Scale	<b>removed</b>
Forecast accuracy - Investment Programme (Opex and Capex)*	%	100%	92%	100%	1.9%	<b>0.87%</b>	Sliding Scale	<b>removed</b>
Net commercial development income	£m	218	174	152	5.0%	<b>£177m</b>	Pass/Fail	<b>5.2%</b>
Achievement of efficiency savings 2014/15	£m	1332	1446	1442***	3.8%	<b>1445</b>	Pass/Fail	<b>3.9%</b>
Proportion of Business Plan efficiencies that remain unsecured	%	15%	15%	15%	5.0%	<b>13%</b>	Pass/Fail	<b>5.2%</b>
<b>Total Result</b>					<b>100%</b>			<b>88.0%</b>

## Appendix 2

### Commissioner's Summary of the Year Ended 31 March 2016

Following the departure of Sir Peter Hendy CBE after 9 incredibly successful years in role, I was appointed as Transport Commissioner in July 2015.

Building on Peter's successes, I have moved quickly to set a new ambition and new priorities for the organisation which reflect what we have to do in TfL's next phase to keep London moving, working and growing and to make life in the city better.

A clear agenda has been set. TfL must change to accommodate huge population growth and meet the rising expectations of our customers and users at a time when we are receiving much less money following the Government spending review. The focus is on addressing the stark reality that our income does not cover our costs. The days of public money being used to make up the difference are long gone.

Therefore, I have set out a new ambition for TfL to be a customer-focused and commercially driven service provider which is the envy of cities around the world. My six priorities to get there are to:

- put customers and users at the core of our decision making
- drive improvement in reliability and safety across our network
- accelerate the growth and increase the capacity of our network
- invest in our people and lead them to be the best they can be every day
- cost less and generate more income
- exploit technology and data for better and faster results

My priority after succeeding Peter was to commission a review of TfL's business to deliver on these priorities. The first phase of the review is complete and I have appointed senior members to my team to lead change clustered around six themes:

- Build leadership, accountability and financial discipline
- Organise for efficiency
- Optimise the core service
- Affordable and effective capital programme delivery
- Drive procurement excellence
- Lead with technology and data

Goals are being defined for each theme, including targets for significant savings and plans to deliver them. The immediate challenge is to take action to cover all of our operating costs within three years, which will make TfL unique among transport authorities in any major global city. Change is continuous as we adapt to the new realities and I am setting a clear new direction. This is not a new 'change programme'; it is a new way of managing TfL.

As the city evolves, TfL needs to evolve with it. A strategy group has been established to reassess our capability for new requirements around greater

commercial focus and, in relation to one of the biggest challenges our city faces, using our assets to create new homes.

Significant focus will be on improving our delivery of capital programmes, including a plan to bring the largest programmes together into a single function. I am personally involved in overseeing capital programmes and have recently visited Singapore and Hong Kong to ensure a strategic sharing of knowledge amongst metros using the same supplier for re-signalling projects.

My relentless focus on delivering reliability improvements on London Underground, has exceeded the target set of 30 per cent by 8 per cent.

Our road network has faced challenges given the sheer scale of work necessary to deliver the Roads Modernisation Plan, including to improve safety at critical junctions and to deliver our Vision for Cycling. This has coincided with extensive commercial development taking place across the city and an improving economy bringing more vehicles on to the roads. Having delivered reliability improvements in London Underground, I am leading the Surface Team on a far reaching reliability improvement programme to mitigate delays as far as possible and have also been proactive in better communicating the reasons for increased congestion to road users.

I have significant involvement in the higher level of engagement with the commercial property industry, culminating in a major property framework being in place with several of the largest developers in the country allowing TfL to deliver new homes on its land.

I have led the team to successfully conclude the implementation of the restructuring of London Underground stations, including being formally notified by the unions that the dispute over this is settled. Every ticket office on the core network is now closed with staff moved to the concourse, platforms and gate lines to better assist passengers. 800 job roles have been removed, with no compulsory redundancies and with an increase in customer satisfaction levels. There has also been a greater uptake and successful implementation of contactless payments to help enable these fundamental changes.

As a result of us firmly resisting union attempts to extract more money through industrial action, the Night Tube dispute has also been settled and the service is ready for introduction. It was important that the overall deal was not adjusted in monetary terms from the initial offer being made. All technical and physical changes needed for the system are now in place.

My support continues to the Crossrail construction team, ensuring that the interface with existing TfL services is managed appropriately. This has included allowing more periods of access at Whitechapel (a site facing serious delay). There has now been real progress in recovering lost time. I have maintained a personal leadership role in the Crossrail train production line at the Bombardier plant in Derby and in the relationship with the senior team at Network Rail. Recently I played a pivotal role in renaming Crossrail the Elizabeth line and in delivering an outstanding event at Bond Street Station with Her Majesty the Queen.

On Crossrail 2, we have made a strong case and now await the outcome of the National Infrastructure Commission and an announcement in the March Budget.

A highly competent team is in place and takes every opportunity available to lobby business groups and politicians on the criticality of this pan regional scheme, including myself.

Road safety continues to be one of our top priorities and I have successfully delivered my target of a 40 per cent reduction in the numbers of those killed or seriously injured 5 years early. A new, even more challenging target has now been set.

We have stepped up our engagement with the freight industry including LoCity - lower emission freight vehicles - and the continual promotion of Construction Logistics for Cycle safety (CLOCS) and the Safer Lorry scheme.

Working alongside Leon Daniels, we have worked hard to ensure a commercially solid deal was delivered to buy an additional 195 of the New Routemaster buses for London and supported the Mayor in a recent visit to Northern Ireland.

I have quickly adapted to the new, broader requirements of the Commissioner role. Externally, I am being asked to speak at many business and industry events; have supported the Mayor in all key transport areas; and have set out a new set of challenges and priorities for TfL internally, leading several major briefings with senior staff. Early appearances at the London Assembly have gone incredibly well with positive feedback from Assembly members despite some challenging discussions.

In just under nine months, I believe I have made a significant mark on the organisation both internally and externally across London and beyond. The continued success of TfL and a new Mayor will inevitably need a different approach from the leadership team. I have laid the foundations to set in motion the actions needed to make this happen, both in terms of structures and substance.

Mike Brown MVO  
Commissioner of Transport



## Underground Scorecard - 2015/16

Indicator	Unit of Measure	2015/16 Target	2015/16 Forecast result	Type of target (Sliding scale/linear)	2015/16 Weighting	2015/16 Weighting (Commissioner Approved)
<b>■ Customer</b>						
LU - Overall Customer Satisfaction	%	84.0	85.0	Pass/fail	15.0%	15.0%
London Overground & TfL Rail Overall Customer Satisfaction	%	82.0	83.0	Pass/fail	5.0%	5.0%
<b>■ Delivery</b>						
Total Milestone Delivery	%	90.0%	89.1%	Sliding Scale	20.0%	19.9%
Total Lost Customer Hours	LCH (m)	18.8	25.8*	Pass/fail	15.0%	12.0%
London Overground & TfL Rail Public Performance Measure	%	94.2%	94.0%	Pass/fail	5.0%	0.0%
DLR Departures	%	99.0%	98.5%**	Pass/fail	3.5%	2.8%
Significant Injuries per million hours on R&U	Number (Index)	0.40	0.18	Pass/fail	5.0%	5.0%
Percentage of Scheduled Operated Trams	%	98.0%	98.0%	Pass/fail	1.5%	1.5%
<b>■ People</b>						
Total Engagement	%	56%	57.0%	Pass/fail	15.0%	15.0%
<b>■ Value</b>						
Gross Unsecured Efficiencies	£m	£117m	£116m at Q2	Pass/fail	15.0%	14.9%
						<b>91.1%</b>

\*Including IA. Forecast Excluding IA is 18.2m

\*\*Including IA. Forecast excluding IA is 99.1%

## Surface Scorecard 2015/16

Indicator	Units of Measure	2015/16 Target	2015/16 Forecast result	Original 2015/16 Weighting	Reweighting 2015/16	2015/16 Weighting (Commissioner Approved)
<b>Customer</b>						
Bus customer satisfaction	score	84.0	84.0	10.0%	10.5%	10.5%
TfL Road Network customer satisfaction	score	74.0	74.0	7.5%	7.9%	7.9%
Central London Cycling	%	4%	2%	5.0%	5.3%	2.6%
DaR: Percentage of trip requests scheduled	%	91%	90%	2.5%	2.6%	0.0%
% Reduction in KSI on London's roads	%	40.0%	41.6%	5.0%	5.3%	5.3%
Recorded crime on the Bus network	pmpj	7.2	7.3	2.5%	2.6%	2.6%
<b>Delivery</b>						
Bus excess wait time	mins	1.1	1.2	5.0%	5.3%	0.0%
TfL Road Network Journey Time Reliability	%	87.0%	87.0%	5.0%	5.3%	5.3%
London River Service passenger journeys	No. in Millions	10.2	10	2.5%	2.6%	2.6%
Hybrid Bus introduction	Total Number	1,650	1,650	2.5%	2.6%	2.6%
Project milestone delivery - PAMs	%	90%	90%	20.0%	21.1%	21.1%
TfL Unplanned serious & severe disruption hours	Average Hours	2.0	2.0	2.5%	2.6%	2.6%
<b>People</b>						
Total Engagement	%	61.0	63.0	5.0%	5.3%	5.3%
Leadership and Managing Change	%	36.0	39.0	5.0%	5.3%	5.3%
<b>Value</b>						
Budget & forecast financial accuracy-IP	%	95%	95%	2.5%	removed	removed
Budget & forecast financial accuracy-Non-IP	%	99%	99%	2.5%	removed	removed
Delivery of Commercial Income	£m	30.8	34.4	5.0%	5.3%	5.3%
Gross Unsecured Efficiencies	£m	13.0	13.0	5.0%	5.3%	5.3%
Business process improvement savings committed	£m	10.0	10.0	5.0%	5.3%	5.3%
				<b>100.0%</b>	<b>100.0%</b>	<b>89.5%</b>

## Customer Experience, Marketing and Communications Scorecard - 2015/16

New or existing	Indicator	Units of Measure	2015/16 Target	2015/16 Forecast result	Type of target (Sliding scale/linear)	2015/16 Weighting	2015/16 Weighting (Commissioner Approved)
<b>■ Customer</b>							
Existing	Correspondence responded to within SLA (Various)	%	80%	80%	pass/fail	6.0%	6.0%
Existing	Customer Contact - Customer Satisfaction	%	85%	87%	pass/fail	6.0%	6.0%
New	Customer Contact - Abandoned Calls		15%	14%	pass/fail	6.0%	6.0%
Existing	Customer satisfaction with TfL Group Websites	%	90%	90%	sliding scale	6.0%	6.0%
Existing	Key Ongoing Campaigns - % of coverage with key message delivery (one campaign per quarter)	%	68%	70%	sliding scale	6.0%	6.0%
Existing	Assembly member correspondence average response time - 15 days	Days	15	14	pass/fail	6.0%	6.0%
Existing	CRM - average open rate for CRM messaging	%	36%	38%	sliding scale	6.0%	6.0%
<b>■ Delivery</b>							
Existing	Maintain LU ticket system availability	%	98.8%	98.7%	pass/fail	7.0%	0.0%
Existing	Maintain bus ticket system availability	%	99.0%	99.3%	pass/fail	7.0%	7.0%
Existing	Marketing campaigns - delivery of agreed objectives and outcomes	%	100%	100%	pass/fail	7.0%	7.0%
Existing	Research findings signed off and available for use within the TfL Library, 8 weeks from the completion of the fieldwork'	%	84%	91%	pass/fail	7.0%	7.0%
New	Balanced and positive media coverage - national and pan-London print, local, borough and BAME	%	92.5%	95.0%	pass/fail	12.0%	12.0%
Existing	Critical Project Delivery Milestones Achieved On or Before Target Date	%	90%	94%	sliding scale	8.0%	8.0%
<b>■ People</b>							
New	Total Engagement	%	66%	66%	pass/fail	5.0%	5.0%
<b>■ Value</b>							
Existing	Gross Unsecured Efficiencies	£m	17.16	13.76	pass/fail	5.0%	2.5%
<b>Total</b>						<b>100.0%</b>	<b>90.5%</b>

## Finance Scorecard - 2015/16

New or existing	Indicator	Units of Measure	2015/16 Target	2015/16 Forecast result	Type of target (Sliding scale/linear)	2015/16 Weighting	2015/16 Weighting (Commissioner Approved)
<b>■ Customer</b>							
Existing	Pay Small and Medium Sized Enterprise (SME) invoices within 10 working days	%	90.0%	90.5%	Sliding Scale	5.0%	5.6%
New	Desk Availability (Achieved desk hours within TfL sites)	%	99.7%	99.9%	Sliding Scale	5.0%	5.6%
Existing	Achieved User Hours (AUH)	%	99.5%	99.8%	Linear	5.0%	5.6%
Existing	IM Customer Satisfaction	%	73.0%	N/A	Linear	5.0%	removed
<b>■ Delivery</b>							
Existing	Delivery of Group Finance Milestones	Milestone	100.0%	100.0%	Sliding Scale	5.0%	5.6%
Existing	Delivery of IM Project Milestones	Milestone	100.0%	97.2%	Sliding Scale	5.0%	5.4%
New	Commercial Milestones	Milestone	100.0%	100.0%	Sliding Scale	5.0%	5.6%
Existing	Commercial Development Milestones	Milestone	100.0%	96.0%	Sliding Scale	5.0%	5.3%
Existing	Reduce Carbon emissions	CO2/M2	127.5	100.0%	Linear	2.5%	2.8%
Existing	Forecast and Budget Accuracy	%	100.0%	0.0%	Sliding Scale	5.0%	removed
Existing	Crossrail Milestones	Milestone	100.0%	100.0%	Sliding Scale	5.0%	5.6%
New	Building Better Finance Milestones (TBC)	Milestone	100.0%	67%	Sliding Scale	7.5%	5.6%
<b>■ People</b>							
New	Total Engagement	%	62%	62.0%	Linear	5.0%	5.6%
<b>■ Value</b>							
New	Delivery of Tax Efficiencies	£m	£2m	£2.2m	Sliding Scale	5.0%	5.6%
Existing	Weighed average cost of new long term finance 5bps less than PWLB Certainty Rate	%	Weighted average cost of new long term finance 5bps less than PWLB Certainty Rate (currently 3%)	2.52%	Linear	5.0%	5.6%
Existing	Weighted average return on cash investments better than 7 day LIBID	%	Weighted average return on cash investments better than 7 day LIBID (currently 0.36%)	0.57%	Linear	5.0%	5.6%
Existing	Deliver Commercial Financing initiatives	£m	£25m	£28.5m	Sliding Scale	5%	5.6%
Existing	Gross Unsecured Efficiencies	£m	£22.4m	£22.4m	Linear	5%	5.6%
Existing	Achieve commercial development income target	£m	£152m	£177m	Sliding Scale	10%	11.1%
						<b>100.0%</b>	<b>96.8%</b>

## General Counsel Scorecard - 2015/16 - No Mitigations

New or existing	Indicator	Units of Measure	2015/16 Target	2015/16 Forecast result	target (Sliding scale/line ar)	2015/16 Weighting	2015/16 Weighting (Commissioner Approved)
<b>■ Customer</b>							
Existing	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.	%	100%	On target	Sliding scale	7.5%	7.5%
Existing	Information Governance Team: Ensure that TfL replies to FOI requests within statutory deadlines.	%	100%	84.5%	Sliding scale	15.0%	8.0%
Existing	Information Governance Team: TfL replies to EIR requests within statutory deadline.		100%	77.5%	Sliding scale	2.5%	0.0%
Existing	Information Governance Team: IG replies to access requests under the DPA within statutory deadlines	%	100%	96.2%	Sliding scale	5.0%	4.5%
Existing	General Counsel: Planned assurance work completed or substantially completed by 31 March 2016 for work included in the 2015/16 integrated Assurance Plan.	%	90%	On target	Sliding scale	7.5%	7.5%
<b>■ Delivery</b>							
Existing	Audit: Measure the percentage of audit actions that are completed by management within 60 days of the due date on Issue Tracker	%	100%	On target	Sliding scale	7.5%	7.5%
Existing	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%	100.0%	Sliding scale	5.0%	5.0%
Existing	Legal: Prosecutions - To achieve a successful prosecution in 100% of cases.	%	100%	97.7%	Sliding scale	5.0%	4.5%
Existing	Information Governance Team: Reduce the volume of paper in the TfL Records Store at April 2015 (est 170,524 boxes) by 10% by 31 March 2016. (excluding transfers as a result of Tube Lines integration).	%	10%	7.0%	Sliding scale	7.5%	5.5%
Existing	Audit: Interim Audit Reports identified in the Audit Plan will be issued no later than 40 days after the end of fieldwork.	%	92%	94.3%	Sliding scale	7.5%	7.5%
Existing	Audit: Interim Audit Reports identified in the Audit Plan will be issued on time.	Days	21%	21.1%	Sliding scale	5%	4.5%
Existing	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%	98.4%	Sliding scale	5.0%	4.5%
<b>■ People</b>							
New	Total Engagement	%	62%	64.0%	Yes/No	5.0%	5.0%
Existing	Complete at least 90% of the planned actions by 31.3.2016.	%	90%	On target	Sliding scale	5.0%	5.0%
<b>■ Value</b>							
Existing	Cost Savings: Deliver £700k actual savings in expenditure compared to the 2015/16 General Counsel Budget.	£m	£700k	On target	Sliding scale	10.0%	10.0%
						<b>100.0%</b>	<b>86.5%</b>

## Crossrail 2 Scorecard - YE 2015/16

New or existing	Indicator	Unit of Measure	2015/16 Target	2015/16 Forecast result	Type or target (Sliding scale/line ar)	2015/16 Weighting	2015/16 Weighting (Commissioner Approved)	Re-weighting
<b>■ Customer</b>								
New	Deliver a minimum of 2 public engagement events in every borough along the proposed CR2 route before the start of consultation in the Autumn	No.		Partially achieved		20.0%	24.2%	24.2%
<b>■ People</b>								
New	Establish the core Crossrail 2 team	Yes/ No		Achieved	N/A	20.0%	24.2%	24.2%
New	Exceed 'TfL overall' participation rate in 2015 Viewpoint Survey	%		Achieved		5.0%	6.1%	6.1%
<b>■ Value</b>								
New	Forecast Accuracy - Gross Operating Expenditure	%	100% sliding scale	Achieved		5.0%	removed	removed
<b>■ Delivery</b>								
New	Percentage of critical milestones achieved	%	50.0%	Partially achieved		50.0%	45.5%	45.5%
<b>Forecast Scorecard Total</b>						100.0%	100.0%	100.0%