

**Board**

**Date:** 20 March 2018

**Item:** 2018/19 TfL Scorecard



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**This paper will be considered in public**

## **1 Summary**

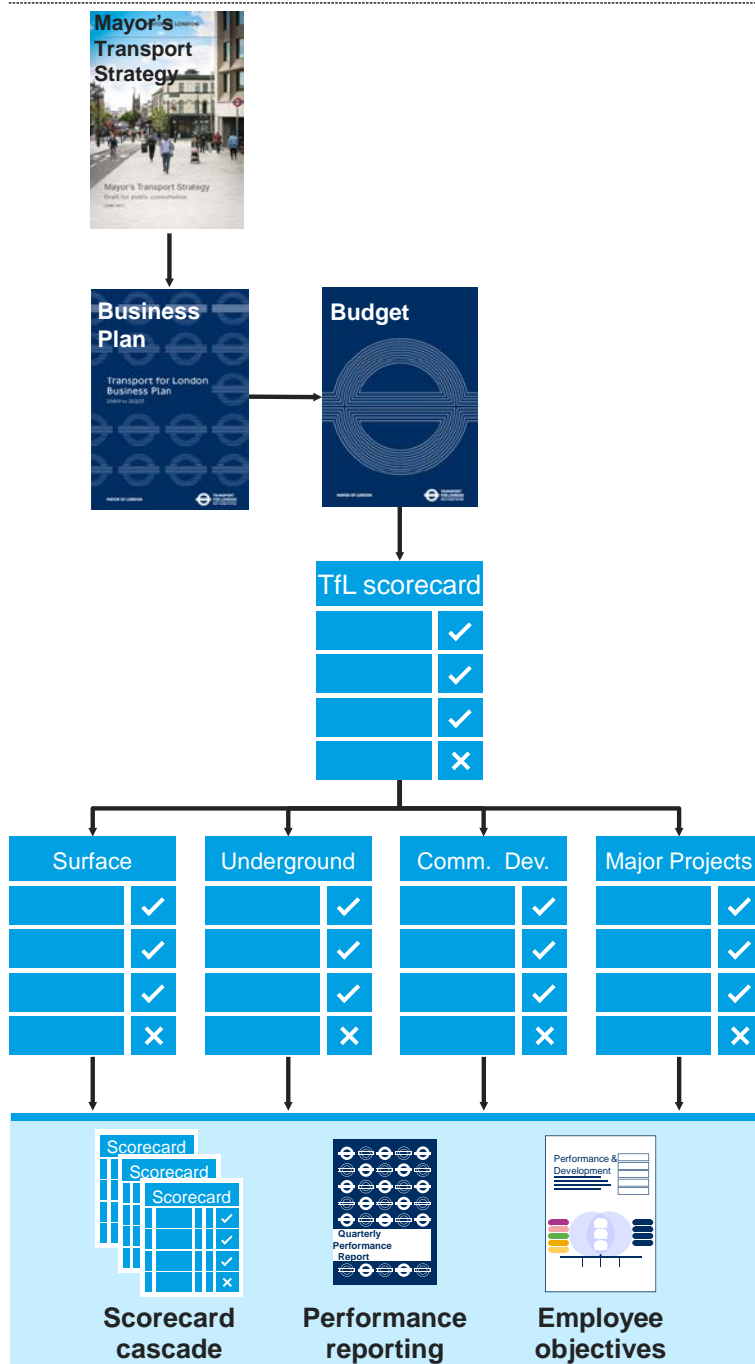
- 1.1 The TfL scorecard provides information to track business performance against the in year objectives derived from the Mayor's Transport Strategy, the Business Plan and the Budget. We need to ensure that the scorecard provides the right measures for the Commissioner and Executive Committee to manage the business and ensure clear corporate responsibility, whilst also providing the ability to clearly articulate the key business priorities to a broader audience.
- 1.2 The paper seeks approval of the proposed TfL scorecard for 2018/19 and provides a summary of the rationale for the inclusion of the measures, their targets and weightings.

## **2 Recommendation**

- 2.1 **The Board is asked to:**
  - (a) **approve the 2018/19 TfL Scorecard; and**
  - (b) **delegate to the Chair of the Finance Committee authority to approve the 2018/19 target for operational improvements to sustainable travel.**

## **3 Background**

- 3.1 The scorecard for 2018/19 is a key tool to ensure that the Business Plan, approved by the Finance Committee in December 2017, is achieved. The scorecard will focus on the critical success factors for the year ahead; keeping the organisation on track to deliver the plans and providing an objective method for measuring success.
- 3.2 The scorecard has been developed to provide a clear line of sight between the draft Mayor's Transport Strategy (MTS), Business Plan, the Budget and how TfL monitors and drives its performance, as outlined in Figure 1 below.
- 3.3 To ensure alignment with the MTS we have identified measures aligned to each MTS outcome. The scorecard focusses on the shorter term, in-year objectives and the measures identified against these, for example reducing the number of people killed or seriously injured on the transport network. An annual update will be provided to the Board outlining progress towards meeting the other longer-term objectives of the MTS, this will include progress against longer-term targets where it is more appropriate to track progress over year or multi-year periods (for example, tracking modal shift).



The **Mayor's Transport Strategy (MTS)** provides the overall strategic direction for all transport organisations across London, including TfL. The scorecard has been aligned with the draft MTS.

The **Business Plan** sets our long term objectives. The **Budget** sets out our activity in 2018/19.

The scorecard captures the outcomes required over the next year to deliver this and to ensure the business is on track to meet the outcomes of the draft MTS.

The scorecards of the main operating areas capture how the scorecard translates into what each individual area needs to achieve.

This continues through through the remainder of the scorecard cascade, regular performance reporting and also into individual employees' objectives.

**Figure 1: High level diagram demonstrating line of sight from the MTS, to Business Plan, Budget and scorecards**

## 4 Specific measures and targets on 2018/19 scorecard

- 4.1 In preparing the new scorecard close consideration has been given to the flow of objectives from the MTS to the scorecard and how to map existing or new scorecard measures against the key outcomes identified in the MTS to deliver Healthy Streets, a Good Public Transport Experience and New Homes and Jobs. To this end measures have been identified which provide oversight on how the business is progressing towards meeting each of the MTS outcomes.

- 4.2 Most of the identified measures are already established, but in some instances the ideal measure is not currently available and an interim measure has been identified. These interim measures are proposed for inclusion in the scorecard whilst work is undertaken to understand the ability, cost and benefit of developing new measures.
- 4.3 To establish which are the most important measures for the business to focus on in 2018/19 the following principles have been considered in identifying those to be used in the 2018/19 scorecard.
- (a) Measures that reflect areas where we need to make progress in 2018/19 either because performance in 2018/19 is of high importance or because it allows a future outcome to be achieved, in particular to keep us on trajectory to achieve the objectives of the MTS.
  - (b) That there are clear deliverables for TfL to achieve in 2018/19 aligned to the Business Plan, or actions within our control to influence the achievement of the target.
  - (c) That there is data available to allow us to measure progress regularly, ideally at least quarterly, to enable oversight and to monitor delivery over the year.
- 4.4 Similar to that used for the 2017/18 scorecard, the 2018/19 scorecard will be balanced against the four areas of Safety & Operations, Customer, People and Financial, with each area receiving a 25 per cent weighting, reflecting their equal importance to our business.
- 4.5 Table 1 shows the proposed measures to be used for the 2018/19 scorecard together with their alignment to the MTS Outcomes. Table 1 also shows the proposed 2018/19 targets for each of the measures. Appendix 1 provides a comparison of the proposed targets for 2018/19 with performance in previous years.
- 4.6 The 2018/19 target relating to operational improvements to sustainable travel will be confirmed before the start of April 2018. It is proposed that once confirmed this target will be presented to the Chair of the Finance Committee for approval.
- 4.7 The reasons for including the proposed measures and the rationale for the associated targets are included in Appendix 2.

4.8 The following shows potential performance indicators for each MTS outcome. Those shown in pink are the measures initially considered for inclusion in the 2018/19 scorecard and assessed against the criteria outlined in paragraph 4.3.

Strategic Drivers/ Policies	MTS											Corporate		
	Mode share	Healthy Streets and Healthy People				A Good Public Transport Experience				New Homes and Jobs		People	Financial	Stakeholders
		Active	Safe	Space efficient	Green	Connected	Accessible	Reliability	Quality	Unlocking	Sustainable	Engaged	Prudent	Partnership
Outcomes for London	80% of journeys will be made by sustainable modes by 2041	London's streets will be healthy and more Londoners will travel actively	London's transport system will be safe & secure	London's streets will be used more efficiently & have less traffic	London's streets will be clean and green	More people will travel on an expanded public transport network	Public transport will be affordable and accessible to all	Journeys by public transport will be fast and reliable	Journeys by public transport will be pleasant	Transport investment will unlock the delivery of new homes & jobs	Sustainable travel will be the best option in new development	A capable & engaged workforce representative of London	We cover our costs and we are prudent	TfL works in partnership with its stakeholders to achieve shared goals
Aims	80% sustainable mode share	2x10 minutes active	Vision Zero	10% less freight CCZ	Zero emissions		Better accessibility			XR2 & Metro	Good growth principles			
Proposed Primary outcome indicators Scorecard and Portfolio level indicators	M1. Mode share of trips in London	A1. Attitudes to cycling & walk experience	S1. Road Collision KSIs	E1. Measure of roads reputation	G1. CO <sub>2</sub> emissions from road transport	C1. Trips by public transport by mode	AC1. People with accessibility needs have the confidence to travel	RQ1. TfL cares about it's customers		U1. Delivery of housing on TfL land	SU1. Londoners can live well without a car	EN1. Engagement index	P1. Net operating surplus	PP1. Stakeholders see TfL as an agent of positive change
	M2. Trips by car	A2. Healthy Streets score for London's streets	S2. Number of people killed on or by a bus	E2. Person kilometres by mode	G2. NO <sub>x</sub> emissions from road transport	C2. Public transport capacity	AC2. Additional time to make step-free journeys	R2. Public transport reliability & performance by mode: • Buses • LU • TfL Rail • London Overground • DLR • Trams	Q2. Customer satisfaction with public transport	U2. Connectivity of London households	SU2. Summary of basket of measures reflecting good growth principles in new developments	EN2. Workforce representativeness indices	P2. Cash balance	PP2. TfL has an effective working relationship with London's boroughs
	M1: Quarterly measure for London residents only	A3. Residents doing 2x10 mins active travel daily	S3. Crime on TfL's transport network	E3. Vehicle kilometres by vehicle type	G3. Particulate (PM) emissions from road transport	C3. Public transport connectivity	AC3. Amount of travel by those with accessibility needs		Q3. Crowding on public transport services by mode		SU3. Household car ownership	EN3. Staff have the tools & support they need to do their jobs	P3. Planning prudently for the longer term	PP3. TfL has a positive reputation with businesses
		A4. Cycle and walk trips: • London wide • In central London	S4. Injuries on the PT network (workforce & customers)	E4. Freight trips in CCZ am peak	G4. Biodiversity measures (green cover & trees)	C1: Quarterly measure based on passenger volumes		Q4. Perceived value for money					P4. Revenue generation from third parties	
		A5. Access to the cycle network		E5. Measure of delay & reliability				R3. Assets in a good state of repair			SU2: Quarterly update on emerging development areas			

A4: Quarterly measure for Central London only

Figure 2: Mayor's Transport Strategy Key Indicators

## 4.9 Proposed 2018/19 TfL scorecard (Table 1)

Long Term Objectives		In Year Scorecard Measures				Category	
Theme	Outcome	Ideal in-year measure	Ideal measure available	Interim measure	Target		
Mayor's Transport Strategy (MTS)	Healthy streets and healthy people (18%)	Reduction in road killed & seriously injured from 2005-09 baseline	Yes	-	45.4%	Safety & Operations (25%)	
		London's transport system will be safe & secure	Reduction in road killed & seriously injured from 2005-09 baseline (incidents involving buses)	Yes	-		55.6%
			Reducing total injuries to workforce and customers	Yes	-		11,683
		London's streets will be used more efficiently & have less traffic	Measure of road efficiency by location and time	No (will develop in 2018/19)	Operational improvements to sustainable travel		tbc <sup>1</sup>
		London's streets will be clean and green	NO <sub>x</sub> emissions from road transport	No (modelled result, not real data)	London buses Euro VI compliant		6,050
	More Londoners will travel actively	Residents doing 2x10 mins of active travel daily	No	Healthy streets scheme assessment	Average 10% uplift <sup>2</sup>		
	A good public transport experience (17%)	Journeys by public transport will be fast and reliable	Tube excess journey time	Yes	-		4.50 mins
			Bus excess journey time	No (to be available for 2019/20)	Average bus speeds		9.2mph
		Public transport will be accessible to all	Additional time to make step-free journeys	Yes	-		9 mins
	New homes and jobs (2½%)	Transport investment will unlock the delivery of new homes and jobs	Journeys by public transport will be pleasant	Customer satisfaction (percentage of Londoners who agree we care about our customers)	Yes		-
The percentage of housing units we take to market in year that are affordable			Yes	-	50% affordable		
Mode Share (5%)			80% of journeys will be made by sustainable modes in 2041	Increases in sustainable modes	No (will develop in 2018/19)	Sustainable mode share improvement	4 out of 4 elements Improve <sup>3</sup>
All MTS themes (7½%)			All MTS outcomes	Deliver key investment milestones	Yes	-	90%
Corporate	People (25%)	A capable & engaged workforce representative of London	Open Elizabeth Line central area on time	Yes	-	Dec 18	
		Workforce representativeness - all staff	Yes	-	70.7%		
		Workforce representativeness - director/ band5	Yes	-	46.6%		
		Inclusion index	Yes	-	46.0%		
	Financial (25%)	We cover our costs and we are prudent	Total engagement	Yes	-	56%	
			Net operating surplus / (deficit)	Yes	-	Budget	
			Investment programme	Yes	-	Budget	

<sup>1</sup> This measure is currently being developed and a target will be identified by April 2018

<sup>2</sup> 10 per cent is based on the average uplift between the assessment score for the current design and the score arising from the new design on our road intervention schemes of more than £200k

<sup>3</sup> The four elements are an increase in public transport, cycling and walking journeys, and a decrease in general traffic levels

## **5 Using the scorecard to drive performance**

- 5.1 Scorecards are a tool to drive performance; to set out to our people the required level of improvement and where our focus lies for the year ahead.
- 5.2 Performance awards for senior managers are also based, in part, on scorecards. The reward process requires each scorecard have a score out of 100 per cent to judge overall performance. To achieve this each scorecard measure is weighted to determine its contribution to the overall score. This allows us to express our in-year organisational priorities while maintaining a balanced scorecard.
- 5.3 The principles behind the weightings for the 2018/19 scorecard are as per the 2017/18 scorecard. The proposed weightings and rationale are in Appendix 3.
- 5.4 For some targets it is appropriate that no reward is given unless the target is met. In other cases, it is sensible that a proportion of the weighting is given if the target is narrowly missed but is above a minimum performance level. Floor targets have been proposed based on the same principles applied to the 2017/18 Scorecard. It is proposed that the floor targets be set at either the 2017/18 actual result (adjusted for one-off events), or where this is not possible, a five per cent margin. The proposed floor targets and the rationale supporting these are shown in Appendix 4.

## **6 Continuous Improvement**

- 6.1 While we believe the proposed scorecard is a strong tool for in-year performance measurement, we recognise that the scorecard should continue to develop, and that in some places our available metrics are not able to fully illuminate our progress against all MTS outcomes. The following development work will be undertaken in 2018/19:
  - (a) Assessment and development of a bus measure that more directly reflects passenger experience, similar to the Tube Excess Journey Time metric.
  - (b) Further work to explore how we can measure the number of people undertaking 20 minutes of active travel daily. This will include a review of the viability and benefits of obtaining and using real-time activity tracking data, or the expansion of the London Travel Demand Survey or introduction of a new survey to provide the required data.
  - (c) For 2018/19 the scorecard includes a measure of percentage of affordable homes we take to market. To reflect progress in this programme towards the overall 2021/22 target, TfL will consider the suitability of using revised measures for 2019/20 relating to the number of planning permissions sought or starts on site.
  - (d) Currently mode share data is only available from data obtained once a year through the annual London Travel Demand Survey. It is planned to undertake the development of a new in year measure providing data quarterly for a mode share index which will give the percentage of travel by sustainable modes. The index will use data for public transport journeys, cycling and walking and traffic on the network, with existing data enhanced to improve London wide-validity.

- (e) Work will be undertaken to develop a measure of road efficiency by location and time. This will include defining a methodology which sets MTS efficiency outcomes for each road and an appropriate metric which measures progress towards achieving this. It is intended to have a methodology defined and piloted in six months time to inform the business planning process with operational and investment strategies targeted according to agreed efficiency outcomes. Following this, work will be undertaken to define an appropriate scorecard measure to track performance against MTS efficiency targets.

**List of appendices to this report:**

- Appendix 1: Comparison between proposed targets and previous performance
- Appendix 2: Reasons for including measures and rationale for targets
- Appendix 3: Proposed weightings and rationale
- Appendix 4: Proposed floor targets and rationale
- Appendix 5: Key investment milestones

**List of Background Papers:**

None

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## Appendix 1: Comparison between proposed targets and previous performance

		2016/17 Scorecard (Actual)	2017/18 Scorecard (Forecast)	2018/19 Target	
Healthy streets and healthy people (18%)	<b>London's transport system will be safe and secure, measured by:</b> <ul style="list-style-type: none"> <li>Reducing the total injuries to workforce and customers</li> <li>Reduction in road killed &amp; seriously injured (KSI) from 2005-09 baseline</li> <li>Reduction in road killed &amp; seriously injured from 2005-09 baseline (incidents involving buses)</li> </ul>	11,828 42.9% 53.3%	11,928 44.0% 54.1%	<b>11,683</b> <b>45.4%</b> <b>55.6%</b>	Safety & Operations (25%)
	<b>London's streets used more efficiently, measured by:</b> <ul style="list-style-type: none"> <li>Operational improvements to sustainable travel</li> </ul>	New	New	<b>tbc</b> <sup>4</sup>	
	<b>London's streets will be clean and green, measured by:</b> <ul style="list-style-type: none"> <li>Number of London buses Euro VI compliant</li> </ul>	2,550	3,500	<b>6,050</b>	
	<b>More Londoners will travel actively, measured by:</b> <ul style="list-style-type: none"> <li>Healthy streets scheme assessment</li> </ul>	New	New	<b>Average 10% uplift</b> <sup>5</sup>	
A good public transport experience (17%)	<b>Journeys by public transport will be fast and reliable, measured by:</b> <ul style="list-style-type: none"> <li>Average bus speed (Buses)</li> <li>Excess Journey Time (LU)</li> </ul>	9.2mph 4.61mins	9.3mph 4.61mins	<b>9.2 mph</b> <b>4.50 mins</b>	Customer (25%)
	<b>Public transport will be accessible to all, measured by:</b> <ul style="list-style-type: none"> <li>The additional time to make step-free journeys</li> </ul>	New	New	<b>9 mins</b>	
	<b>Journeys by public transport will be pleasant, measured by:</b> <ul style="list-style-type: none"> <li>Percentage of Londoners who agree we care about our customers</li> </ul>	48%	46%	<b>49%</b>	
New homes and jobs and jobs (2 1/2%)	<b>Transport investment will unlock the delivery of new homes and jobs, measured by:</b> <ul style="list-style-type: none"> <li>The percentage of housing units we take to market in year that are affordable</li> </ul>	51%	52%	<b>50%</b>	Customer (25%)
Mode Share (5%)	<b>80% of journeys will be made by sustainable modes by 2041, measured by:</b> <ul style="list-style-type: none"> <li>Sustainable mode share improvement</li> </ul>	New	New	<b>4 out of 4 elements Improve</b> <sup>6</sup>	
All MTS themes (7 1/2%)	<b>Deliver the investment programme, measured by:</b> <ul style="list-style-type: none"> <li>Deliver key investment milestones</li> <li>Open Elizabeth Line central area on time</li> </ul>	82% n/a	77% n/a	<b>90%</b> <b>Dec 18</b>	
People (25%)	<b>A capable and engaged workforce representative of London, measured by:</b> <ul style="list-style-type: none"> <li>Workforce representativeness (all staff)</li> <li>Workforce representativeness (director / band 5)</li> <li>Inclusion Index</li> <li>Total engagement index</li> </ul>	68.8% 37.0% New 58%	69.8% 41.3% New 56%	<b>70.7%</b> <b>46.6%</b> <b>46.0%</b> <b>56%</b>	People (25%)
Financial (25%)	<b>We cover our costs and we are prudent, measured by:</b> <ul style="list-style-type: none"> <li>Net operating surplus / (deficit)</li> <li>Investment programme</li> </ul>	£520m New	£309m New	<b>Budget</b> <b>Budget</b>	Financial (25%)

<sup>4</sup> This measure is currently being developed and a target will be identified by April 2018

<sup>5</sup> 10 per cent is based on the average uplift between the assessment score for the current design and the score arising from the new design on our road intervention schemes of more than £200k

<sup>6</sup> The four elements are an increase in public transport, cycling and walking journeys, and a decrease in general traffic levels



## Appendix 2: Reasons for Including Measures and Rationale for Targets

### Safety and Operations

Measure	2018/19 target	Reason for including measure	Rationale for target
<b>Reducing the total injuries to workforce and customers</b>	<b>11,683</b>	This measure was included in the previous scorecard. It provides a measure of safety on the overall TfL transport network for those travelling and working on it. In year reporting against this measure will also provide the number of injuries for the Capital Programme workforce, and LU and Bus workforce and customers.	The target for 2018/19 is an overall reduction of 2.03% against the 2017/18 forecast. This consists of a 1.4% reduction in customer injuries and a 5% reduction in workforce injuries.
<b>Reduction in road killed &amp; seriously injured (KSI) from 2005-09 baseline</b>	<b>45.4%</b>	The road KSI measure is included in the previous scorecard and provides a measure of safety on the TfL road network based on data provided by the Metropolitan Police (STATS19 data). For 2018/19 it includes a breakdown showing those injured in incidents involving a bus.	The 2018/19 targets align with the Business Plan and the trajectory to ensure TfL is on track to meet the 2022/23 targets. These targets are set against the 2005-09 baseline and are a 65% reduction in people killed or seriously injured on London's roads and a 70% reduction in people killed or seriously injured in incidents involving a bus.
<b>Reduction in road killed &amp; seriously injured from 2005-09 baseline (incidents involving buses)</b>	<b>55.6%</b>		
<b>Operational improvements to sustainable travel</b>	<b>tbc</b>	A new measure which reports the hours saved (net of all changes) to pedestrians, cyclists and buses from signal timing review programme.	This measure is currently being developed and a provisional target will be identified by April 2018 which will be revised if necessary in the autumn.
<b>Average bus speed (buses)</b>	<b>9.2mph</b>	This measure was included in the previous scorecard. It provides a measure of bus performance linked to TfL's management of the roads network.	The target aligns with the Business Plan and remains a stretching target given the increases we are seeing in underlying congestion for general traffic of 4-6% a year.
<b>Excess Journey Time (LU)</b>	<b>4.50 mins</b>	This measure was included in the previous scorecard and provides a measure of tube performance.	The target is based on forecast Lost Customer Hours aligned to the Business Plan.
<b>Number of London buses Euro VI compliant</b>	<b>6,050</b>	A new measure providing the rolling total of Euro VI compliant buses in the contracted TfL bus fleet. The aim is to reduce CO2 exhaust emissions and the impact on air quality.	The target aligns to the Business Plan and the target to make the bus fleet Euro VI compliant by September 2020. The target is based on a total fleet size of 9,500 buses and includes both Hybrid and Diesel buses.
<b>Healthy streets scheme assessment</b>	<b>Average 10% uplift</b>	A new measure which assesses TfL road intervention schemes over £200k against ten healthy street indicators which create street conditions that engender active travel. The measure is the average across all schemes assessed in the year.	The target is based on the uplift between the assessment score for the current street design and the score arising from the new design. The target reflects that some locations are challenging to deliver more than modest improvements and these need to be compensated for at other locations.

## Customer

Measure	2018/19 target	Reason for including measure	Rationale for target
<b>Sustainable mode share improvement</b>	<b>4 out of 4 elements improve</b>	A new measure which shows whether walking, cycling, public transport and general traffic volumes are moving in the right direction. Walking and cycling data is based on central London.	The target is based on 4 out of the 4 elements improving. This being an increase in public transport, cycling and walking journeys, and a decrease in general traffic levels.
<b>The additional time to make step-free journeys</b>	<b>9 mins</b>	A new measure which takes account of step free journeys across the TfL network. The MTS aim is to halve the additional journey time required by those using the step-free network by 2041. This measure replaces the previous measure of percentage of step free journeys on Rail/Underground.	The target aligns with the trajectory of achieving a reduction to 4 minutes additional journey time by 2041. This is from the 2015 base position of 11 minutes additional journey time.
<b>The percentage of housing units we take to market in year that are affordable</b>	<b>50%</b>	This measure was included in the previous scorecard. It provides a measure on progress in delivering more affordable housing for Londoners.	The target aligns with the commitment of 50% affordable housing set out in the Business Plan.
<b>The percentage of Londoners who agree we care about our customers</b>	<b>49%</b>	This measure was included in the previous scorecard and provides a measure of the perception of the level of customer care provided by TfL.	The current performance for 2017/18 is 46%. On the basis that it takes time to realise benefits from improvements the proposed 3 point improvement for next year is considered to be a stretch target from current performance given that most benefits of the Business Plan will be felt from 2019/20.
<b>Deliver key investment milestones</b>	<b>90%</b>	This measure was included in the previous scorecard. It provides a measure of delivery for strategically significant customer facing TfL projects.	A target of 90% reflects the importance of achieving these high profile milestones, with the key delivery of the central section of the Elizabeth Line included as a separate target.
<b>Open Elizabeth Line central area on time</b>	<b>December 2018</b>	The measure reflects a key delivery milestone for TfL in 2018/19.	

## People

Measure	2018/19 target	Reason for including measure	Rationale for target
<b>Workforce representativeness (all staff)</b>	<b>70.7%</b>	This measure was included in the previous scorecard. It provides a measure of how well TfL's workforce reflects the diversity of London's population.	The target is based on an expectation that all new recruitment in 2018/19 will be representative of economically active Londoners on the seven characteristics in the representativeness index. The turnover rate used is 3.6%, consistent with the turnover seen in non-transformation years. 70.7% is an increase from a 2017/18 Q4 baseline of 69.7%; and 46.6% an increase from 44.7%.
<b>Workforce representativeness (director / band 5)</b>	<b>46.6%</b>		
<b>Inclusion Index</b>	<b>46.0%</b>	This is a new measure to help us understand how people feel working at TfL. We aim to have an inclusive culture, where everybody can realise their potential and where everyone is treated fairly.	The target of 46% is a return to 2016/17 levels and is an improvement of 3 percentage points on the 2017/18 baseline of 43%.
<b>Total engagement index</b>	<b>56.0%</b>	This measure was included in the previous scorecard. Total engagement is the model we use to measure people's engagement with working life at TfL.	The target is to maintain 2017/18 performance. This reflects the upcoming changes within LU for 2018/19 noting that LU staff makes up the largest contingent of TfL staff and have a significant impact on the overall TfL total engagement index. The ongoing Transformation Programme surveys will be used to inform the scores arising from this metric.

## Financial

Measure	2018/19 target	Reason for including measure	Rationale for target
<b>Net operating surplus / (deficit)</b>	<b>Budget</b>	<p>This measure is targeted to divisional performance and excludes financing costs and renewals.</p> <p>The measure was used in the previous scorecard and aligns to the Business Plan objective to deliver a net surplus of operations by 2021/22.</p> <p>In year reporting against this measure will provide a breakdown for LU, Surface and Commercial Development.</p>	<p>The target will align with the approved Budget.</p>
<b>Investment Programme</b>	<b>Budget</b>	<p>TfL commits significant expenditure to its investment programme; this measure tracks the delivery of agreed output with a target of delivering to budget. This measure is the sum of new capital expenditure and renewals.</p>	<p>To deliver the agreed outputs to budget, on-time and to agreed quality, in line with project milestones.</p>

## Appendix 3: Proposed Weightings and Rationale

### Safety and Operations

Objective (and weighting)	Measure	Measure Weighting	Rationale for Weighting
London's transport system will be safe and secure (12.5%)	Reducing the total injuries to workforce and customers	5%	Safety is a major organisational priority, therefore the safety measures have an overall weighting of 12.5%. The Total injuries and Roads KSI measures have equal weightings of 5%, with the bus KSI measure having a smaller weighting recognising that there is an element of duplication with the total road KSI measure.
	Reduction in killed or seriously injured (KSIs) on London's roads	5%	
	Reduction in those killed or seriously injured (KSIs) involving a bus	2.5%	
London's streets will be used more efficiently (2.5%)	Operational improvements to sustainable travel	2.5%	Improving performance has an overall 9.5% weighting, reflecting the focus of the business on driving reliability improvements. This also reflects the need to ensure passenger retention and growth hence the higher weighting for the LU and bus measures.
Journeys by public transport will be fast and reliable (7%)	Average bus speed (Buses)	3.5%	
	Excess Journey Time (LU)	3.5%	
London's streets will be clean and green (1.5%)	Number of London buses Euro VI compliant	1.5%	The measures relating to the introduction of more Euro VI compliant buses and active travel have lower weightings reflecting that fewer people in the organisation can influence these measures.
More Londoners will travel actively (1.5%)	Healthy streets scheme assessment	1.5%	

## Customer

Objective (and weighting)	Measure	Measure Weighting	Rationale for Weighting
80% of journeys will be made by sustainable modes by 2041 (5%)	Sustainable mode share improvement	5%	
Public transport will be accessible to all (2.5%)	The additional time to make step-free journeys	2.5%	
Transport investment will unlock the delivery of new homes and jobs (2.5%)	The percentage of housing units we take to market in year that are affordable	2.5%	Higher weightings have been applied to those measures which can be influenced by most staff.
Journeys by public transport will be pleasant (7.5%)	The percentage of Londoners who agree we care about our customers	7.5%	Given the importance of opening the Elizabeth Line central section on time, this has been given an equal weighting with achieving on time delivery of the key programme milestones.
Deliver investment programme (7.5%)	Deliver key investment milestones	3.75%	
	Open Elizabeth Line central area on time	3.75%	



## People

Objective (and weighting)	Measure	Measure Weighting	Rationale for Weighting
<b>A capable and engaged workforce representative of London</b>  <b>(25%)</b>	<b>Workforce representativeness (all staff)</b>	<b>5%</b>	
	<b>Workforce representativeness (Director / Band 5)</b>	<b>5%</b>	Having a representative workforce and an inclusive culture have an overall weighting of 15% reflecting the importance of these measures, with equal weighting applied to each of the workforce representativeness measures and the inclusion index measure.
	<b>Inclusion Index</b>	<b>5%</b>	Total engagement has a weighting of 10% reflecting that as we continue to transform the business it is important to continue to engage and lead staff to high performance.
	<b>Total engagement index</b>	<b>10%</b>	

## Financial

Objective (and weighting)	Measure	Measure Weighting	Rationale for Weighting
<b>We cover our costs and we are prudent</b> (25%)	<b>Net operating surplus (including breakdown for LU, Surface and Commercial Development)</b>	<b>17.5%</b>	Two thirds of our spend relates to operating expenditure (OPEX), with one third of our spend being capital expenditure (CAPEX). To reflect this the measure for Net Operating Surplus has a weighting of 17.5% and the Investment Programme measure has a weighting of 7.5%.
	<b>Investment Programme</b>	<b>7.5%</b>	

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## Appendix 4: Proposed Floor Targets and Rationale

### Safety and Operations

Objective	Measure	Floor Target <sup>7</sup>	Rationale for Floor Target
London's transport system will be safe and secure	Reducing the total injuries to workforce and customers	<i>2017/18 Result (P10 year end forecast is 12,001)</i>	Performance no worse than in 2017/18.
	Reduction in killed or seriously injured (KSIs) on London's roads	<i>2017/18 Result (P10 year end forecast is 44.3%)</i>	
	Reduction in those killed or seriously injured involving a bus	<i>2017/18 Result (P10 year end forecast is 54.1%)</i>	
London's streets will be used more efficiently	Operational improvements to sustainable travel	<i>tbc</i> <sup>8</sup>	
Journeys by public transport will be fast and reliable	Average bus speed (Buses)	<i>2017/18 Result (P10 year end forecast is 9.2mph)</i>	Performance no worse than in 2017/18.
	Excess Journey Time (LU)	<i>2017/18 Result (P10 year end forecast is 4.54 mins)</i>	Performance no worse than in 2017/18 (excludes industrial action and one off incidents).
London's streets will be clean and green	Number of London buses Euro VI compliant	<i>5,920</i>	Allows for 5% slippage of the additional buses to be delivered in 2018/19 over the 2017/18 number of compliant buses.
More Londoners will travel actively	Healthy streets scheme assessment	<i>Average 8.7% uplift</i>	Projects delivered before the Healthy Streets Approach was introduced provided an average of 8.7% uplift on baseline conditions.

<sup>7</sup> Floor targets are to be updated with 2017/18 year end actuals when these are available

<sup>8</sup> This measure is currently being developed and a floor target will be identified by April 2018

## Customer

Objective	Measure	Floor Target <sup>9</sup>	Rationale for Floor Target
80% of journeys will be made by sustainable modes by 2041	Sustainable mode share improvement	<i>2 out of 4 elements improve</i>	Improving 4 out of 4 elements will be 100% achievement, 3 out of 4 improving will be 75% achievement and improving 2 out of 4, or less, would attract 0%.
Public transport will be accessible to all	The additional time to make step-free journeys	<i>8.55 mins</i>	Allows for a 5% slippage against the 2018/19 target.
Transport investment will unlock the delivery of new homes and jobs	The percentage of housing units we take to market in year that are affordable	<i>50%</i>	As in 2017/18 no leeway allowed for floor target given this is a prominent political target.
Journeys by public transport will be pleasant	The percentage of Londoners who agree we care about our customers	<i>2017/18 Result (P10 year end forecast is 46%)</i>	Performance no worse than in 2017/18.
Deliver investment programme	Deliver key investment milestones  Open Elizabeth Line central area on time	<i>0%</i>	A sliding scale methodology will be applied to accurately reflect where delivery is slightly later than planned with 0% being failure to achieve all milestones.

<sup>9</sup> Where applicable floor targets are to be updated with 2017/18 year end actuals when these are available

## People

Objective	Measure	Floor Target	Rationale for Floor Target
A capable and engaged workforce representative of London	Workforce representativeness (all staff)		
		<b>2017/18 Results</b> <sup>10</sup>	Representativeness to be no worse than in 2017/18.
	Workforce representativeness (Director / Band 5)		
	Inclusion Index	<b>43%</b>	No worse than 2017/18 baseline.
	Total engagement index	<b>56%</b>	Total engagement to be no worse than in 2017/18.

<sup>10</sup> The floor targets for both workforce representativeness measures will be updated to reflect the 2017/18 year end position when this data is available

## Financial

Objective (and weighting)	Measure	Floor Target	Rationale for Floor Target
We cover our costs and we are prudent	Net operating surplus (including breakdown for LU, Surface and Commercial Development)	<i>Budget</i>	The focus is on meeting the Budget to align with the long term Business Plan objective to deliver a net surplus of operations by 2021/22.
	Investment Programme	<i>Budget</i>	Ensures a focus of meeting the budget.

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## Appendix 5: Key Investment Milestones

The scorecard includes a measure relating to the delivery of key investment milestones to focus attention on our most important deliverables. The milestones are listed below and correspond with those included in the 2018/19 TfL Budget.

Project	Milestone Description	Target Date
Accessibility	Buckhurst Hill is a step-free station	May 18
Heathrow Extension	Extension of Oyster and Contactless acceptance to Heathrow	May 18
Deep Tube Upgrade Programme	Preferred bidder determined for new Piccadilly line rolling stock contract	Jul 18
London Overground - Barking Riverside Extension	Main works contract - supplier evaluation and award recommendation complete	Jul 18
London Overground - Barking Riverside Extension	Early works contract complete	Jul 18
Highbury Corner Gyrotory	Start Construction	Aug 18
Highbury Corner Bridge	Construction complete	Aug 18
Northern Line Extension	Nine Elms station civil works complete	Sep 18
Northern Line Extension	Kennington station cross passage civil works complete	Sep 18
Accessibility	Newbury Park is a step-free station	Oct 18
Bank Station Capacity Upgrade	Preparatory power works complete to allow the start of tunnelling for new escalators	Oct 18
Four lines modernisation – upgrade of Circle, District, Hammersmith & City and Metropolitan lines	Train services on Hammersmith & City line utilise new signalling system between Hammersmith and Latimer Road	Oct 18
Media programme	Announce Elizabeth line Partners	Oct 18
Sutton Tram extension	Consultation launch	Nov 18
Bakerloo line link (Paddington)	Bakerloo line link passage ready for Elizabeth line trial running	Nov 18
Four lines modernisation – upgrade of Circle, District, Hammersmith & City and Metropolitan lines	Train services on Hammersmith & City line utilise new signalling system between Ladbrooke Grove and Paddington	Nov 18
Rolling Stock	50% of Jubilee line fleet mid-life refurbishment works complete	Dec 18
Victoria Station Upgrade	All Victoria station passenger facilities available for use	Dec 18

Project	Milestone Description	Target Date
Rolling Stock	75% of Bakerloo line fleet refurbishment works complete	Dec 18
Stations	Improvement works complete at Underground stations that interface with the Elizabeth line	Dec 18
Future Ticketing Programme 4	Delivery of weekly capping for Oyster customers	Dec 18
Ticket Vending Machine	New Ticket Vending Machine to support Elizabeth line central services installed and ready for operation	Dec 18
Telecoms Commercialisation	Deliver a signed contract for the commercialisation of the telecommunications assets including the delivery of public cellular services on the Underground	Dec 18
Cycle Super Highways North South	Phase 2 complete, from Stonecutter Junction to Judd Street. This completes the CS6 route, running from Elephant and Castle to Judd Street	Dec 18
Silvertown Tunnel	Preferred bidder selected, dependant on national government support	Jan 19
Commercial Development Kidbrooke	Submit planning application	Feb 19
Old Street Roundabout	Start advance works on site	Feb 19
Lifts & Escalators	23 lifts and escalators replaced and refurbished	Mar 19
Track	Install 7.5km of new track across the Underground network	Mar 19
Accessibility	South Woodford is a step-free station	Mar 19
Accessibility	Finsbury Park is a step-free station	Mar 19
Deep Tube Upgrade Programme	Tenders returned for signalling and train control contract	Mar 19
Commercial Development Blackhorse Road	Submit planning application	Mar 19
Bus Retrofit	Four low emission bus zone routes complete: A2 Camberwell - New Cross A3 Wandsworth - St John's Hill A5 Edgware Road Edmonton - Seven Sisters	Mar 19
Cycle Quietways Borough	Construction of 25km of the total 250km completed in 2018/19	Mar 19
Liveable Neighbourhoods	Feasibility stage complete for three of the seven boroughs that received feasibility funding in 2017/18	Mar 19
Mini Hollands	4.5km of segregated or semi-segregated cycle route complete across Kingston, Waltham Forest and Enfield	Mar 19