

Date: 3 June 2013

Item 6: TfL Performance Awards 2012/13

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 2013 against the TfL and individual business or specialist services scorecards for the Commissioner and Chief Officers.
- 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 agree the delivery against scorecards for 2012/13.**

3 Background and Summary of Achievement

- 3.1 2012/13 was a 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 as well as performance during the London 2012 Games. 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 89.2 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 2.

Summary of Achievement Rates

Table 1: A summary of the scorecard outcomes

Scorecard	Outcome %
London Underground & Rail	94.5%
Surface Transport	91.9%
Finance	94.4%
General Counsel	92.0%
Customer Experience, Marketing & Communications	91.4%
Planning	91.7%
TfL	89.2%

- 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.

4 Chief Officer Performance Awards 2012/13

- 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 **89.2 per cent** of its scorecard after weighting, as set out at Appendix 1, with individual modal scorecard results set out at Appendix 2.

- 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 2012/13

- 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. 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 unchanged.

List of appendices to this report:

Appendix 1: TfL Scorecard 2012/13

Appendix 2: Individual business and specialist services Scorecards for 2012/13

List of Background Papers:

None

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TfL Scorecard - 2012/13

Indicator	Unit of Measure	2012/13 Target	2012/13 Actual	Weighting	Weighting Achieved
■ Olympic Performance Indicator					
Olympics / Paralympics Performance	%	100	100	7.5%	7.5%
■ Customer					
London Buses - customer satisfaction	score	80	82	5.0%	5.0%
London Underground - customer satisfaction	score	80	83	5.0%	5.0%
TLRN - customer satisfaction	score	75	76	5.0%	5.0%
DLR - customer satisfaction	score	82	87	2.5%	2.5%
London Overground - customer satisfaction	score	80	82	2.5%	2.5%
Barclays Cycle Hire - customer satisfaction	score	67	70	2.5%	2.5%
■ Delivery					
Killed & seriously injured (Londonwide)	% reduction (2005-09 baseline)	32.8	17.7	5.0%	0.0%
Recorded crime: London Buses	crimes/million passenger journeys	9.3	8.7	5.0%	5.0%
Recorded crime: London Underground/DLR	crimes/million passenger journeys	9.6	9.7	5.0%	0.0%
CO2 emissions from principal PT modes	grams/passenger-km	70.0	Achieved	5.0%	5.0%
London Buses: Excess Wait Time	mins	1.1	1.0	5.0%	5.0%
London Underground: Excess Journey Time	mins	5.9	5.3	5.0%	5.0%
TLRN: Journey Time Reliability	%	89.2	89.3	5.0%	5.0%
DLR: On-time Performance	%	97.2	98.6	2.5%	2.5%
London Overground: Passenger Performance Measure	score	95.8	96.6	2.5%	2.5%
% of Budget milestones achieved	%	100	91.6	10.0%	9.2%
- LR&U,TLL No. of Budget milestones	#	105	99.4		
- Surface No. of Budget milestones	#	40	34.1		
- Corporate No. of Budget milestones	#	19	16.7		
■ People					
Staff Survey		72%	79%	5.0%	5.0%
■ Value					
Achievement of Efficiencies Programme savings (Gross)	£'s million	1127	1144	10.0%	10.0%
Project Non-Staff Horizon milestones	%	100	8 out of 9	5.0%	5.0%
Total				100.0%	89.2%

Rail & Underground Scorecard - 2012/13

Indicator	Unit of Measure	2012/13 Target	2012/13 Actual	Weighting	Weighting Achieved
■ Olympic Performance Indicator					
LU Olympics Customer Satisfaction	No.	78	84	15.0%	15.0%
Olympics Lost Customer Hours threshold achieved	LCH (m)	1.4m per period	1.40m per period	20.0%	20.0%
LR Olympics - % timetabled kms run	%	98%	99%	10.0%	10.0%
■ Customer					
LU - Overall Customer Satisfaction	No.	80	83	9.5%	9.5%
DLR - Overall Customer Satisfaction	No.	82	87	1.0%	1.0%
Overground - Overall Customer Satisfaction	No.	80	82	1.0%	1.0%
Trams - Overall Customer Satisfaction	No.	86	89	0.5%	0.5%
■ Delivery					
Total Milestone Delivery	%	90%	95%	4.5%	4.5%
Total Lost Customer Hours (Assets, Staff & Customers)	LCH (m)	27.69m	22.89	8.5%	8.5%
LU Excess Journey Time	Minutes	5.85 mins	5.27 mins	8.5%	8.5%
LR % Schedule Operated	%	98%	98.6%	2.0%	2.0%
Overground - On time performance (PPM MAA)	%	96%	97%	1.0%	1.0%
Major Injuries per million hours on LU/LR network	Number (Index)	0.27	0.29	3.0%	0.0%
■ People					
Staff engagement survey results	%	+2 (above benchmarking early 12/13 48%)	57%	5.0%	5.0%
Demand planning	%	20%	6%	1.0%	1.0%
■ Value					
Total efficiency & Continuous Savings Exercise (CSE) savings	£m	565	614	4.5%	4.5%
Opex Forecast Accuracy	%	98%	99%	2.5%	2.5%
Capex Forecast Accuracy	%	98%	93%	2.5%	0.0%
Total				100.0%	94.5%

Surface Scorecard 2012/13

Indicator	Unit of Measure	2012/13 Target	2012/13 Actual	Weighting	Weighting Achieved
■ Olympic Performance Indicator					
Journey Time Reliability on the Olympic & Paralympic Road Network	%	90	96.1	1.6%	1.6%
TLRN Journey Time Reliability (AM peak) during the 2012 Games	%	75	90.4	1.6%	1.6%
Mileage lost (within bus operators/ TfL control) during the 2012 Games	%	0.7	0.4	1.6%	1.6%
Achieve a reduction in background demand at specified 'hot spot' locations from a comparator of an average summer period	%	30	35	1.6%	1.6%
% of Olympic critical milestones achieved	%	100	100	6.5%	6.5%
■ Customer					
Bus customer satisfaction	score	80	82	6.5%	6.5%
LRS customer satisfaction	score	87	87	3.2%	3.2%
VCS customer satisfaction	score	80	80	3.2%	3.2%
CC customer satisfaction survey - overall	score	82	83	3.2%	3.2%
LCHS customer satisfaction	score	67	70	3.2%	3.2%
TLRN Road Users customer satisfaction	score	75	76	3.2%	3.2%
% Reduction in KSI London-wide (Baseline 2005-09)	%	32.8	17.7	6.5%	0.0%
Recorded crime on the Bus network	pmpj	9.3	8.7	6.5%	6.5%
■ Delivery					
Dangerous defects repaired in 24 hours [Cat 1]	%	99	99.5	3.2%	3.2%
Buses: scheduled services operated	%	97.6	97.6	6.5%	6.5%
DaR: number of journeys	m	1.4	1.4	3.2%	3.2%
Excess Wait Time: High Frequency Routes (Method changed for 12/13)	mins	1.1	1	12.9%	12.9%
TLRN Journey Time Reliability TLRN (AM peak, all directions)	%	89.2	89.3	3.2%	3.2%
Co2 emissions from principal PT modes - Buses	Tonnes	610,621	602,736	3.2%	3.2%
% of non-Olympic critical milestones achieved	%	100	95	6.5%	6.1%
■ People					
Staff engagement survey results	%	72	80	3.2%	3.2%
■ Value					
Achievement of cost reduction savings (Gross)	£m	299	299	6.5%	6.5%
Opex Forecast Accuracy	%	98	99	1.6%	1.6%
Capex Forecast Accuracy	%	98	94	1.6%	0.3%
Total				100.0%	91.9%

Finance Scorecard - 2012/13

Indicator	Unit of Measure	2012/13 Target	2012/13 Actual	Weighting	Weighting Achieved
■ Olympic Performance Indicator					
Agreed IM availability during Games period	%	99.5%	99.9%	5.0%	5.0%
■ Customer					
IM Achieve Project Delivery Maturity (P3M3)	Maturity Assessment Index	2.75	2.89	5.0%	5.0%
IM Customer Satisfaction Levels achieved in IM Survey	%	65%	79%	5.0%	5.0%
Severity 1 and 2 incidents: mean time to restore	hrs	<6	8.0	5.0%	0.0%
Undisputed invoices paid within supplier terms (excl. GLA)	%	96%	98%	5.0%	5.0%
■ Delivery					
Undertake a complete refresh of the accommodation strategy. - Produce Next Stage Refresh Paper by end of July 2012	Y/N	31/07/2012	Y	7.5%	7.5%
Crossrail Milestones:					
Commercial Agreements complete 31 March 2013	Y/N	31/03/2013	Y	5.0%	5.0%
Rolling Stock and Depot Financing Strategy re-affirmed 31 December 2012		31/12/2012			
Completion of new project management methodology design and associated documentation. Approved by MD Finance: 31 December 2012	Y/N	31/12/2012	Y	5.0%	5.0%
Deliver agreed 2012/13 Commercial Strategy milestones	Y/N	31/03/2013	109 out of 114	5.0%	5.0%
Carbon reduction	kgCO2/m2	133kgCO2/m2	132.5kg CO2/m2	5.0%	5.0%
■ People					
Horizon Milestones	%	100%	100%	10.0%	10.0%
Staff engagement survey results	%	72%	81%	5.0%	5.0%
■ Value					
Deliver efficiency savings	£m	109	112	7.5%	7.5%
Implement a pan-TfL approach to Business Plan prioritisation culminating in delivering a balanced Plan which is approved by the TfL Leadership Team and Board	Y/N	Achieve	Y	5.0%	5.0%
Deliver Financing and cost efficiencies	£	£25m	£220m	5.0%	5.0%
Treasury Management: Weighted average cost of finance for new TfL borrowings less than PWLB / Interest earned on deposits better than 7 day LIBID * Weighting of 5% split 2.5% per measure	%	< PWLB 1.85% < LIBID 0.39%	< PWLB 1.30% < LIBID 0.52%	5.0%	5.0%
Achieve Commercial Development Income Target	£	£299m	£233.4m	5.0%	5.0%
Achieve Forecast Accuracy	%	98%		5.0%	4.4%
Total				100.0%	94.4%

General Counsel Scorecard - 2012/13

Indicator	Unit of Measure	2012/13 Target	2012/13 Actual	Weighting	Weighting Achieved
Customer					
General Counsel: Effectively manage the Governance arrangements for the pre-election period and changes following Mayoral Elections.	Y/N	31.3.2013	Y	10.0%	10.0%
General Counsel: Provide Legal and Governance support to facilitate Olympic and Paralympic Games activities. 1. Rearrange Board Committee and Panel meetings schedule. 2. Provide Sufficient level of volunteers. 3. Maintain Business as usual service levels.	Y/N	30.9.2012	Y	5.0%	5.0%
General Counsel: Complete a management review of the feasibility of undertaking Secretariat functions on a shared services basis with the GLA and implement the outcome	Y/N	30.9.2012	N	7.5%	5.0%
General Counsel: Co-ordinate a programme of activities to implement the Department for Communities and Local Government Data Transparency Code.	Y/N	30.6.2012	N	7.5%	3.8%
General Counsel: Deliver the 2012/13 Integrated Assurance Plan.	Y/N	31.3.2013	Y	10.0%	10.0%
Delivery					
Legal: Establish and implement New Panel arrangements with external Law firms.	Y/N	31.3.2013	Y	10.0%	10.0%
Secretariat: Implement the recommendations from a review of TfL's Board Effectiveness, including the recommendations from the Internal Audit review of TfL's Compliance with the UK Corporate Governance Code 2010.	Y/N	31.3.2013	Y	7.5%	7.5%
Secretariat: Effectively manage the transition of TfL's Board and Committee arrangements to the requirements of the Local Government Act.	Y/N	31.5.2012	Y	5.0%	5.0%
Information Governance Team: Ensure that TfL replies to 85 percent of all FOI requests within statutory deadlines.	%	85	86.5	5.0%	5.0%
Information Governance Team: Provide a framework to ensure that subject access requests are processed by IGT within statutory deadlines	%	99	99	2.5%	2.5%
Audit: Interim Audit Reports identified in the Audit Plan will be issued no later than 40 days after the end of fieldwork.	%	92	91.3	2.5%	2.0%
Audit: Interim Audit Reports identified in the Audit Plan will be issued within target.	Days	25	21	2.5%	2.5%
Audit: At least 96% of 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.	%	96	99	5.0%	5.0%
People					
Staff engagement survey results	%	72	74	5.0%	5.0%
Value					
Forecast Accuracy: Operating Expenditure	%	98%		5.0%	3.8%
Efficiencies: Ensure embedded efficiencies are met and establish the future CSEs within the timeframe guidelines	£m	14.68	14.68	10.0%	10.0%
Total				100.0%	92.0%

Customer Experience, Marketing and Communications Scorecard - 2012/13

Indicator	Unit of Measure	2012/13 Target	2012/13 Actual	Weighting	Weighting Achieved
■ Customer					
Correspondence responded to within SLA (20 working days)	%	85%	90%	6.0%	6.0%
Customer Contact - Customer Satisfaction	%	80%	88%	6.0%	6.0%
Customer satisfaction with TfL Group Websites	%	89%	90%	6.0%	6.0%
Key Ongoing Campaigns - % of coverage with key message delivery (one campaign per quarter)	%	50%	56%	6.0%	6.0%
Assembly member correspondence - % responded to within 20 working days	%	85%	81%	6.0%	0.0%
CRM - average open rate for CRM messaging	%	33%	35%	6.0%	6.0%
■ Delivery					
Maintain LU ticket system availability	%	98%	99%	6.0%	6.0%
Maintain bus ticket system availability	%	98%	99%	6.0%	6.0%
Marketing campaigns - delivery of agreed objectives and outcomes	%	75%	100%	6.0%	6.0%
Research findings signed off and available for use within the TfL Library, 6 weeks from the completion of the fieldwork'	%	80%	82%	6.0%	6.0%
Balanced and positive media coverage - national and pan-London print	%	85%	94%	6.0%	6.0%
Balanced and positive media coverage - local, borough and BAME	%	80%	91%	6.0%	6.0%
Critical Project Delivery Milestones Achieved On or Before Target Date	%	100%	75%	6.0%	4.5%
■ People					
Staff engagement survey results	%	72%	80%	5.0%	5.0%
■ Value					
Delivery of Efficiency Savings	£m	65.1	65.6	6.0%	6.0%
Forecast accuracy	%	98%		5.0%	3.9%
Horizon Milestones	%	All	All	6.0%	6.0%
Total				100.0%	91.4%

Planning Scorecard - 2012/13

Indicator	Unit of Measure	2012/13 Target	2012/13 Actual	Weighting	Weighting Achieved
■ Customer					
% of responses to Strategy Consultations by due date	%	100	100	5.0%	5.0%
% of referred applications responded to within 21 days	%	92	93	7.5%	7.5%
% of non-referrable applications responded to within 21 days	%	90	98	5.0%	5.0%
Issue pre-application advice to the applicant on 75% of cases no later than 10 working days (14 days) after the date of the meeting	%	80	92	7.5%	7.5%
■ People					
Staff engagement survey results	%	72	82	5.0%	5.0%
■ Value					
Forecast Accuracy - Gross Operating Expenditure	%	98		5.0%	1.7%
Efficiency savings	£m	9.2	9.2	10.0%	10.0%
Crossrail contribution negotiated as % of the full amount set out in the Supplementary Planning Guidance	%	90	100	5.0%	5.0%
■ Delivery					
% of critical milestones achieved	%	100	90	50.0%	45.0%
Total				100.0%	91.7%