



Operational and Financial Report
Fourth Quarter, 2007/08

Transport for London

Operational and Financial Performance Report

Fourth Quarter, 2007/08 (09 December 2007- 31 March 2008)

Performance

- 1.0 This report details the operational and financial performance for quarter four, 9 December 2007 to 31 March 2008, and covers operating periods ten to thirteen. An operating period comprises 4 weeks and the fourth quarter covers four operating periods.
- 1.1 Demand growth continued with 1,021 million passengers carried in the fourth quarter. For the full year, there were 3,346 million passenger journeys, 42 million more than target and 173 million more than 2006/07 on a comparable basis. London Underground, London Buses and the DLR all carried record numbers of passengers during the year:
- London Underground carried 1,073 million passengers, representing an increase of 5.7 percent compared to 2006/07.
 - London Buses delivered record passenger journey numbers of 2,176 million representing an increase of 5.2 per cent compared to last year.
 - DLR patronage increased by 8.6 per cent during 2007/08, a total of 67 million passenger journeys.

Highlights and performance issues in the fourth quarter of 2007/08 included:

- 1.2 **Low Emission Zone:** On 4 February, phase one of the Low Emission Zone project was launched for HGVs over 12 tonnes.
- 1.3 **Oyster on National Rail:** The project to roll out Oyster Pay-As-You-Go (PAYG) ticketing to London's National Rail services is being progressed in two phases. Phase 1 involving three train operating companies (TOCs - National Express East Anglia, C2C and Chiltern) was completed to schedule on 2 January 2008. Work on Phase 2 work is continuing with the finalisation of the agreements with the other TOCs and the development of the central systems software.
- 1.4 **Visitor Oyster Cards sold by National Express:** Oyster cards are now available from National Express ticket offices throughout the UK including major airports such as Heathrow, Gatwick, Stansted and Luton. National Express is the first coach company to sell the TfL Visitor Oyster cards to its customers. The Visitor Oyster Card is pre-loaded with Pay As You Go, and ready for passengers to use as soon as they arrive in London. The scheme is part of TfL's strategy to ensure that visitors to London have access to the cheaper options available on Oyster.
- 1.5 **AA Credit Rating confirmed by Rating Agencies:** Rating agencies, Fitch and Standard & Poor's, have affirmed TfL's 'AA' stable credit rating. Both reported that the stable outlook reflects TfL's strong relationship with government, as shown by the new 10-year funding settlement, and its central role of TfL in restructuring the Metronet contracts and delivering the Crossrail project. TfL also continues to maintain a strong cash position and has a certain degree of flexibility in the investment programme.
- 1.6 **New "Together for London" campaign:** "Together for London" campaign aims to encourage passengers on public transport to consider how their behaviour can impact on others. The campaign was launched on 1 February and includes cinema advertisements, transport system posters, posters at leisure and shopping centres and online advertising.
- 1.7 **London Transport Awards:** The annual awards were held on 27 February and recognise excellence in transport in London. TfL received the following awards:
- Public Transport Operator of the Year: London Underground.
 - Most Innovative Transport Project: Westminster Bridge Fascia Replacement

- Special Award/Outstanding Project: TfL/Tour de France London Grand Depart 2007
- London Underground Customer Service Team of the Year: King's Cross St. Pancras Station
- Transport Team / Partnership of the Year: TfL/Safer Transport Teams
- Travel Information and Marketing: Direct Enquiries Limited, London Underground
- Outstanding Contribution to Transport across London: Doug Oakervee, Crossrail.

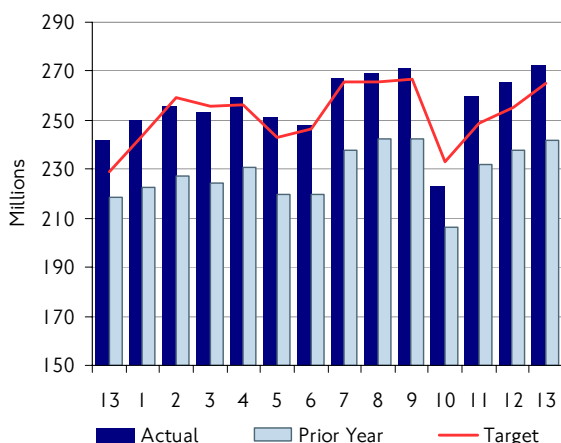
The Tactile Maps project developed by London Underground with the Royal National Institute for the Blind (RNIB) was 'Highly Commended' in the Most Innovative Transport Project category.

- 1.8 **Tour of Britain:** The Tour of Britain cycle race will start in London in September 2008. On 7 September, London will host the launch event as the cycle race starts its eight-day UK tour.
- 1.9 **Metronet Sub-Surface Lines:** On 1 April 2008, TfL welcomed the announcement that Metronet had reached agreement with Bombardier UK and Westinghouse Rail Systems over the future upgrade of London Underground's sub-surface network (SSR): the Circle, District, Hammersmith & City, and Metropolitan lines. As part of the SSR Upgrade, Metronet contracted Bombardier to deliver new trains and sub-contracted the signalling upgrade to Westinghouse Rail Systems. Under the new arrangement, Bombardier will still supply the new trains and Westinghouse will continue to modify the existing SSR signalling system to allow the new trains to run on the old system until the new signalling system is installed.
- 1.10 **iBus:** The iBus project won an award from the Intelligent Transport Society (ITS) at the ITS UK Annual Awards for Excellence. The judges praised the iBus innovations in design and implementation.
- 1.11 **Freight Plan:** On 9 January 2008 TfL launched the London Freight Plan to improve and support London's freight industry. The Plan highlights the vital role that freight transport plays in maintaining London's status as a world-class city. Also, it recognises that changes are needed to improve the efficiency of the freight sector, reduce emissions and congestion and improve road safety.
- 1.12 **Dial-a-Ride (DaR):** On New Year's Day, all DaR services became free of charge to registered members and their carers. All journeys will be pre-booked via the DaR call centre. Further improvements will be made to the service during 2008 including the introduction of new vehicles and the continued modernisation and centralisation of the journey booking system.
- 1.13 **Heathrow Terminal Five:** On 27 March, the first passengers travelled to Heathrow Terminal 5 using the extended Piccadilly line and new Terminal Five station. The new station was delivered on time and on budget and is also used by Heathrow Express services.

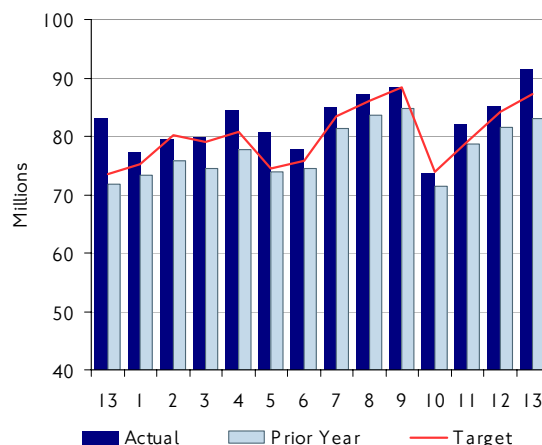
Service Demand

2.0 Passenger numbers across the TfL network continued to grow in quarter four, with 1,021 million passenger journeys across the network. This was 18.8 million (1.9 per cent) higher than the target and an increase of 49 million (5.0 per cent) on the same quarter last year on a comparable basis. For the full year, there were 3,346 million passenger journeys. This was 42 million (1.3 per cent) higher than the target and an increase of 173 million (5.5 per cent) on 2006/07 on a comparable basis. When considering performance compared to last year, please note that there were 2 extra days in quarter four this year compared the same quarter in 2006/07. Also note the Easter weekend fell during quarter four of 2007/08, having previously fallen in quarter one of 2007/08, and there are fewer passenger journeys over the Easter period.

Total Passenger Journeys



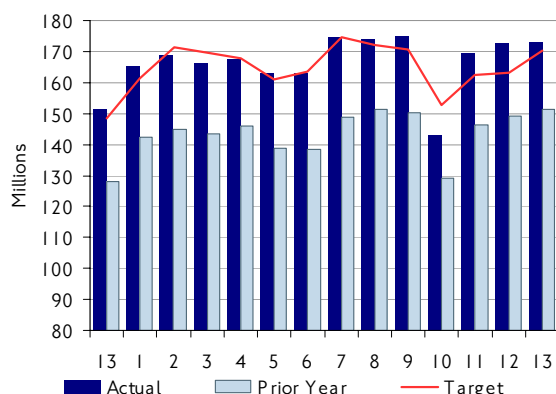
Passenger Journeys - London Underground



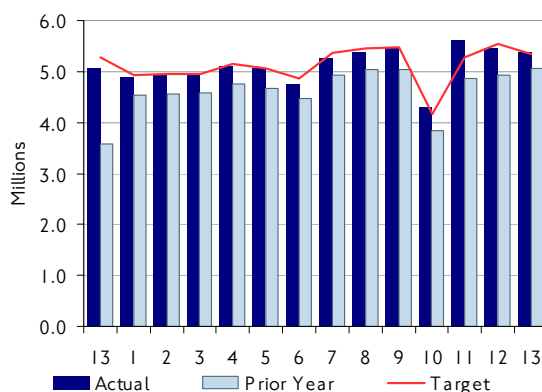
Note: 2006/07 bus passenger journey numbers are represented as previously reported (not re-stated), but a new methodology was applied from period 1 2007/08.

2.1 There were 332 million passenger journeys on the Underground during quarter four, an increase of 17.9 million (5.7 per cent) on the fourth quarter of last year and 8.0 million (2.4 per cent) more than target. For the full year, the Underground carried 1,073 million passengers, 58.2 million more than in 2006/07 and an increase of 5.7 per cent. This exceeded the full year target of 1,048 million passenger journeys by 25 million (2.3 per cent).

Passenger Journeys – Buses



Passenger Journeys – Docklands Light Rail



Note: 2006/07 bus passenger journey numbers are not re-stated but a new methodology was applied from period 1 2007/08.

2.2 Bus passengers made 658 million journeys during the fourth quarter, an increase of 28 million (4.5 per cent) on the fourth quarter of 2006/07 on a comparable basis, and 9.6 million higher than target. In the full year, bus passengers made 2,176 million journeys, an increase of 108.0 million (5.2 per cent) compared to 2006/07 and 15.7 million more than the full year target.

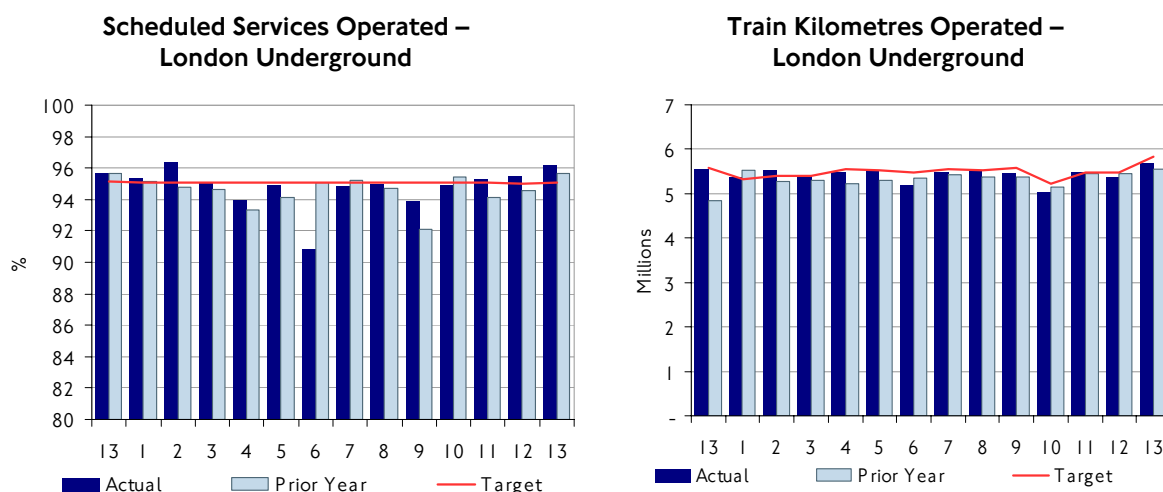
- 2.3 DLR passengers made 20.7 million journeys during the fourth quarter, an increase of 10.6 per cent on the same quarter last year and higher than the target of 20.3 million. In the full year, DLR passengers made 66.6 million journeys, achieving the 2007/08 target. This was 5.3 million (8.6 per cent) more than in 2006/07.

Fare Trends

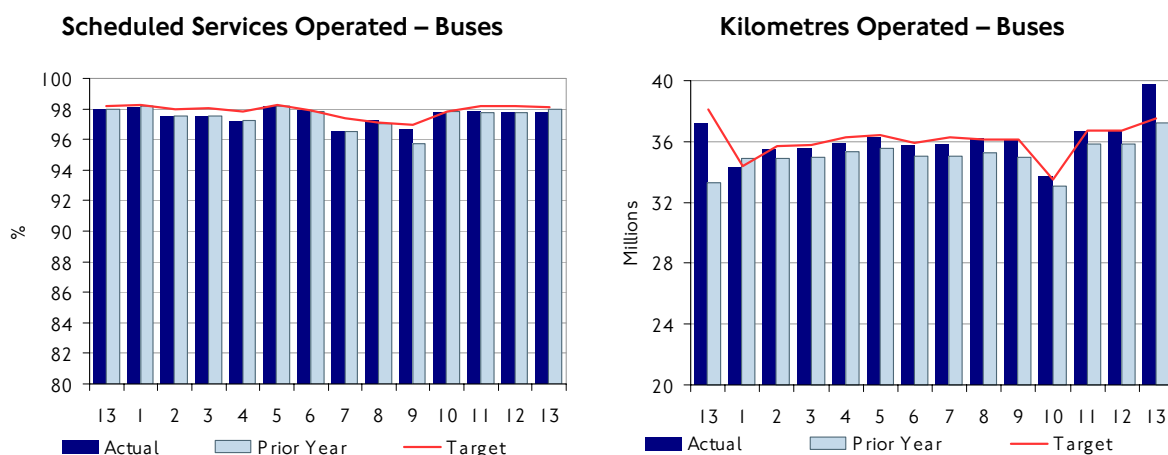
- 2.4 During the fourth quarter, 3.7 per cent of Underground passenger journeys were cash fares, a reduction of 0.4 percent compared to last year. This was boosted by the effect of the early Easter holiday, without which cash fares on the Underground would have comprised 3.5 per cent of passenger journeys. Oyster pay-as-you-go journeys accounted for 29 per cent of all Underground journeys compared with 25 per cent a year ago.
- 2.5 On the bus network cash single fares accounted for 1.8 per cent of all journeys at year end, compared to 2.3 per cent last year. Oyster pay-as-you-go journeys comprised 17.0 per cent of all bus journeys, in line with last year.
- 2.6 Overall fare income compared to budget is discussed in section eleven.

Service Provision

3.0 London Underground operated 95.5 per cent of its scheduled services during the fourth quarter, 0.4 percentage points higher than target and an improvement of 0.6 percentage points compared to quarter four of last year. The improvement was achieved despite staff and rolling stock shortages which continued to affect performance on Circle and Hammersmith and City lines, rolling stock shortages on the Central line due to traction motor electrical problems and traction power problems on the Jubilee line on 5 and 6 February caused by defective trains. In the full year, 94.8 per cent of services were operated to schedule representing an improvement of 0.3 percentage points compared to last year. However, the full year result was 0.3 percentage points below the target of 95.1 per cent, mainly due to the effects of the Metronet strike in September 2007. The Northern line achieved its target in every period of the year, culminating in an outstanding 99.3 per cent of scheduled services operated in the final period. The Metropolitan, Victoria and East London lines also performed better than their targets for the year.



3.1 London Underground operated 21.6 million kilometres in quarter four, which was level with the service provided last year but below the target of 22 million kilometres. Although the train kilometres operated for the full year achieved a record of 70.5 million kilometres, it was 0.8 million lower than target due to the Metronet strike and more engineering works than had been allowed for in the target.

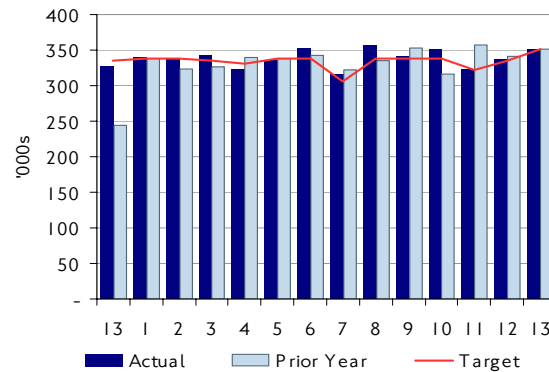


3.2 An average of 97.8 per cent of scheduled bus services were operated in the fourth quarter, 0.3 percentage points below target but in line with quarter four last year. This quarter, services were affected by the ongoing roadworks in the Tottenham Court Road/Holborn area; a burst water main on Edgware road; a large fire at Camden Market; the closure of Shaftesbury Avenue for two weeks; road closures due to subsidence near St Pauls; the closure of the Hammersmith gyratory on two

occasions and various police closures and demonstrations. In the full year, 97.5 per cent of bus services were operated, 0.3 per cent below target but the same as last year.

- 3.3 Bus kilometres operated, at 146.8 million kilometres, were 2.3 million higher than target and 4.8 million higher than the previous year. In the full year, there were 468.2 million bus kilometres operated, 0.7 million more than target and 10.3 million more than last year. Operating losses due to staffing or mechanical problems remained low.

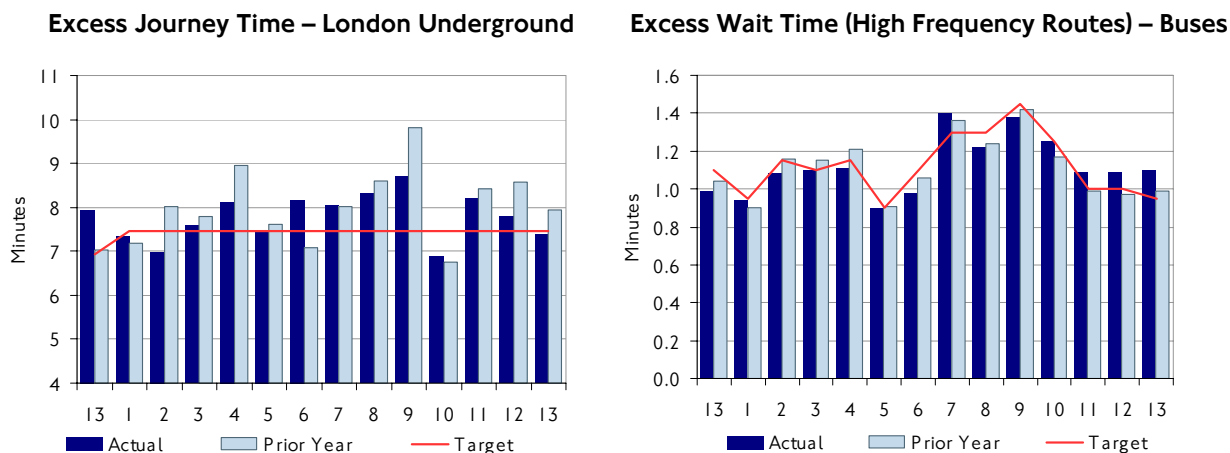
Train Kilometres Operated – Docklands Light Rail



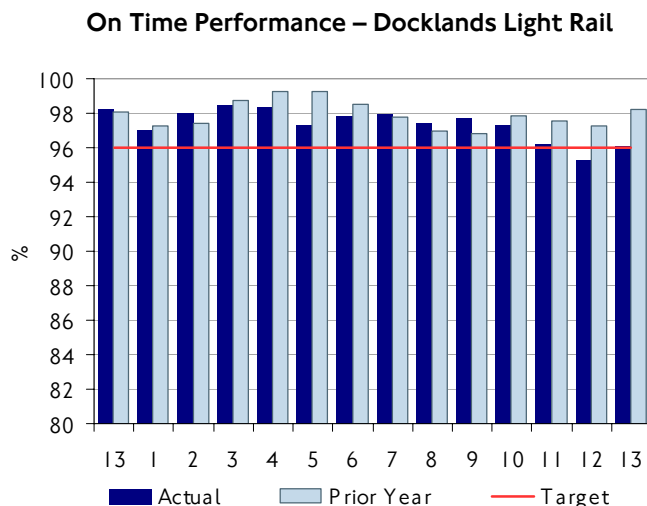
- 3.4 In quarter four, DLR operated 98.7 per cent of its scheduled services, 0.7 percentage points higher than target but 0.4 per cent lower than the previous year. In the full year, the DLR operated 99.1 per cent of its scheduled services, 1.1 per cent more than target and in line with last year.
- 3.5 DLR operated 1.3 million kilometres during the fourth quarter. This was 4.2 percentage points less than the target but 2.2 percentage points more than the same quarter last year. Service problems this quarter included Jubilee line disruption causing overcrowding as passengers transferred to DLR, requiring the activation of additional crowd control measures; signalling and system failures; closures of Bank station and a fire at Custom House. A review is being undertaken with the franchisee to restore the expected high level of performance. DLR operated 4.4 million kilometres in the full year, narrowly missing the target by 84,000 kilometres, but an increase of 60,000 kilometres compared to last year.
- 3.6 Dial-a-Ride operated 342,000 trips during the fourth quarter, 25 per cent lower than the target of 455,000 trips and 0.2 per cent less than the previous year. In the full year, Dial-a-Ride operated 1.1 million trips, 25 per cent lower than the target of 1.5 million trips. This target was based on the successful centralisation of local booking systems. The new system failed to work to the specified standard and did not include all local depots. Problems with the IT system are being addressed.

Service Reliability

- 4.0 During the fourth quarter, excess journey time on the Underground averaged 7.6 minutes, an improvement of 0.3 minutes on the previous year, but 0.1 minute worse than the target of 7.5 minutes. Over the year, excess journey time averaged 7.8 minutes, 0.3 minutes higher than the target but an improvement of 0.3 minutes compared to the previous year. The Metronet strike in September 2007 added 0.1 minutes to excess journey time. The balance of the variance from target is attributed to record passenger numbers, which resulted in increased crowding in stations and on trains, both of which contribute to increased journey times.



- 4.1 Excess wait time on the bus network was, on average, 0.1 minute higher than target and 0.1 minute higher than the same quarter last year. In the full year, excess wait time was in line with target and the same time last year.

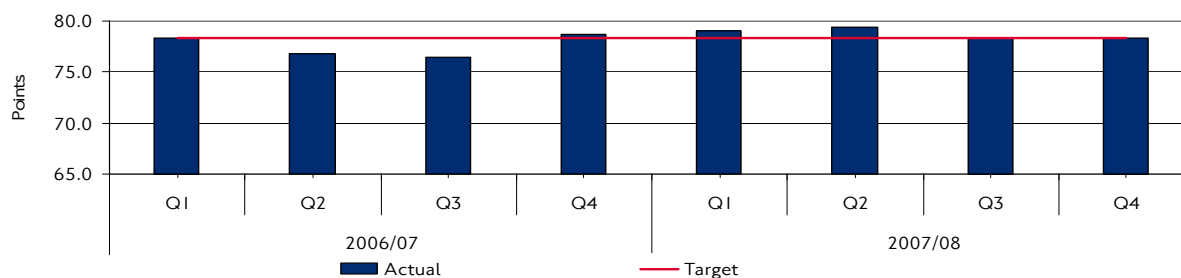


- 4.2 On the DLR, 96.2 per cent of trains were on time. This was 0.2 percentage points higher than target but 1.5 percentage points lower than the previous year. This was attributable to the disruption in quarter four caused by high passenger numbers, system failures, station closures and the fire at Custom House. In the full year, on-time performance was 1.3 percentage points higher than target but 0.5 percentage points worse than last year.

Customer

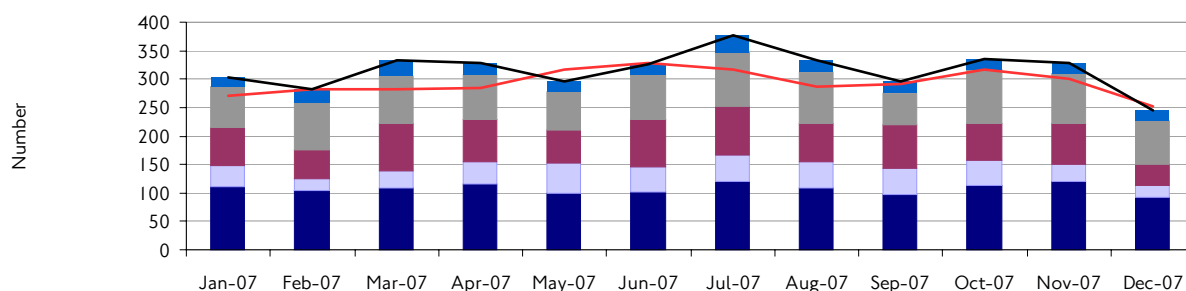
Customer Satisfaction Scores (CSS)

5.0 The level of customer satisfaction on the TfL network in the fourth quarter was 78.4, 0.1 points higher than the target of 78.3 but 0.3 points lower than last year. In the full year, the TfL Group customer satisfaction score was 78.7, 0.3 points higher than the target of 78.3 and 0.9 points higher than the previous year.



- 5.1 In the fourth quarter, the overall customer satisfaction score on London Underground was 76, 2 points lower than target and 1 point lower than quarter 4 last year. The score for ease of getting to the platform and ease of buying a ticket fell by 3 points compared to quarter four last year. The score for helpfulness and availability of staff was 2 points lower than last year and the cleanliness score was 1 point lower. The personal safety and security score improved by 1 point compared to the fourth quarter last year. The full year score was 77, 1 point below the target but 1 point higher than last year. London Underground analysis shows that the full year CSS score has been adversely impacted by congestion.
- 5.2 The overall customer satisfaction score on the bus network (day bus services) was 79. This was 1 point higher than target and in line with quarter 4 last year. Journey time, service reliability, state of repair of buses and smooth ride scores were 1 point lower than last year. Bus stop information and personal safety and security scores improved by 1 point compared to the fourth quarter last year. The full year customer satisfaction score for buses was 79, 1 point higher than the target and 1 point higher than last year.
- 5.3 The overall customer satisfaction score for the quarter on the DLR was 96.8, 6.8 points higher than the target of 90 per cent, but 0.1 point lower than last year. For the full year the customer satisfaction score for the DLR was 97.5, 7.5 points above target and 0.7 points higher than last year.

Safety

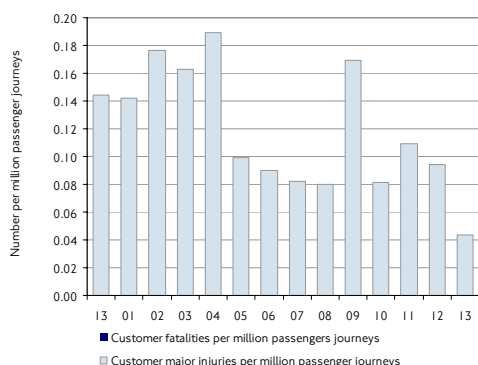


	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07
Other	18	21	27	20	20	19	30	19	22	19	18	19
Car	71	85	83	78	67	79	94	90	55	94	87	77
P2W	66	51	84	74	58	83	86	67	77	64	72	37
Cyclist	39	20	30	41	52	44	46	48	46	44	30	21
Pedestrian	110	104	109	115	100	102	120	108	97	114	121	92
Total	304	281	333	328	297	327	376	332	297	335	328	246
Target	270	282	282	284	316	328	318	286	291	317	301	252

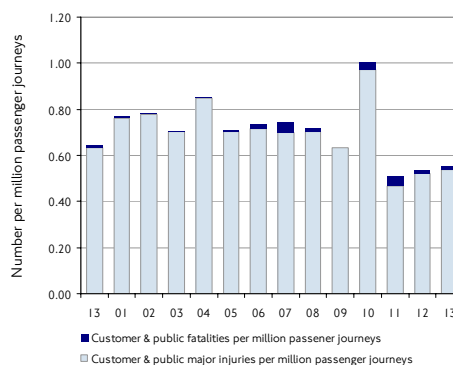
6.0 Due to reporting processes and the nature of road traffic accident data, results are reported 4 to 5 months in arrears and results are also subject to retrospective adjustments. During 2007/08 road traffic accident data has not been made available by the Metropolitan Police on a regular basis due to changes in the reporting system. However, data recently became available for the calendar year 2007 for numbers killed or seriously injured on London's roads. Data analysis is currently being conducted to identify the factors determining trends. Data for January to March 2008 is not yet available.

6.1 Overall, there were 3,784 people killed or seriously injured on London's roads in 2007, 257 more than anticipated. Of these 1,292 were pedestrians, 461 were cyclists, 819 were riders of powered-two-wheelers. However, this was 162 fewer casualties than in the previous year, representing a reduction of 4.1 per cent.

Major Injuries and Fatalities (customers) – London Underground



Major Injuries and Fatalities (customers & public) – London Buses



Please note: Major injuries and fatalities on London Buses and the Underground are represented per million passenger journeys.

6.2 The number of customer major injuries on the London Underground network in the fourth quarter of 2007/08, at 27, was 25 fewer than in quarter four last year. In the full year there were, on average, 0.12 major injuries to customers per million passenger journeys compared to a target level of 0.14. There were no accidental customer fatalities during 2007/08.

6.3 On the bus network in the fourth quarter of 2007/08, there was a 5.6 per cent decrease in major injuries and fatalities when compared to quarter four last year. In the full year, there were an average of 0.69 major injuries to customer and members of the public per million passenger journeys.

- 6.4 **Black, Asian and Minority Ethnic Communities:** Two road safety reports were published by the London Road Safety Unit (LRSU). The reports showed that the injury rate for black child pedestrians is one and a half times greater than for white children. The reports explore the relationship between deprivation, ethnicity and road safety. Findings show that road accidents involving London's Black, Asian and Minority Ethnic communities have decreased since 2000, with the casualty rate for black child pedestrians falling slightly faster than for white children over the last five years. The research also shows that there is strong link between deprivation and child injury rates, and this differs by ethnic groups. TfL is focusing on the issue by funding a number of pilot projects that work directly with local communities. This includes a Hammersmith and Fulham Borough project which works with Queens Park Rangers football club to promote road safety among young people.
- 6.5 **'Risk It and Lose It' Campaign:** Road safety campaign workshops to educate young drivers about the consequences of speeding were hosted by the London Safety Camera Partnership. Students from 20 London boroughs attended the 'Risk It & Lose It' workshops, which explored risk-taking behaviour and considered the role of the passenger and the driver in vehicle collisions.

Sustainability

- 7.0 Highlights of TfL initiatives with sustainability benefits in the fourth quarter were:
- 7.1 It was announced that Personalised Travel Planning (PTP) will be rolled out in Hounslow Town Centre and Wembley later in the year.
- 7.2 In February 2008, the London Borough of Richmond was announced as the next area for a 'Smarter Travel Programme', with a formal launch planned for September 2008.
- 7.3 The Smarter Driving campaign was launched on 25 February 2008. A 4-week campaign of mass media advertising (48 sheet billboards, bus backs, bus shelter posters, and petrol pump nozzles and 30 second radio adverts during evening drive time on all major London stations) was supported by a website and PR activities. The campaign aims to achieve a reduction in CO₂ emissions from cars, by promoting cost savings resulting from smarter driving techniques.
- 7.4 The London Rail Energy Action Plan was finalised. It contains twenty-eight specific actions to help deliver a reduction in CO₂ emissions. The majority of the actions relate to London Overground, DLR and the East London Line Project. The remaining actions are associated with influencing the activities of the rest of the rail industry.
- 7.5 The London Overground operator (LOROL) prepared its Sustainability Report for Willesden Junction station, setting out enhancements that can be made as part of the station refurbishment programme.
- 7.6 The procurement process for Hydrogen buses was completed. The conceptual design of the buses was completed and the final approval is due in July 2008.

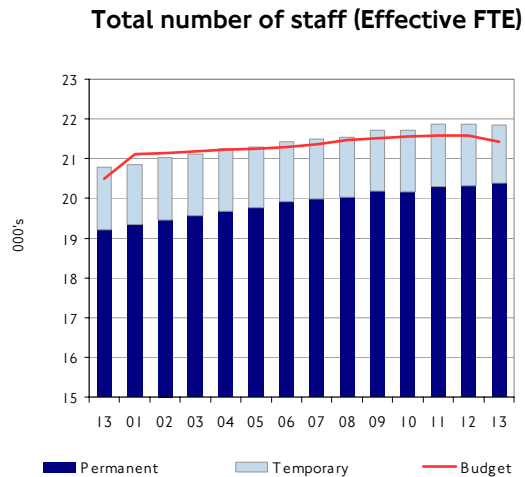
Community Safety

- 8.0 Highlights of TfL initiatives with community safety benefits in the fourth quarter were:
- 8.1 **Section 17 of the Crime and Disorder Act 1998:** On 15 February 2008, TfL became legally bound by Section 17 of the Crime and Disorder Act 1998. This is a statutory requirement placed on all departments within TfL and follows a statutory instrument laid before Parliament at the end of October 2007. In order to comply with its statutory duty, TfL must demonstrate that administrative and decision-making processes are provided to tackle crime and disorder. Consequently every TfL department must include crime and disorder implications and considerations in all reports to Committees, the TfL Board and in the Business Plan. In light of the new legal responsibility, the Community Safety, Enforcement and Policing Directorate (CSEP), are currently co-ordinating the implementation of Section 17 provisions across TfL, through training and awareness sessions, to educate all departments on the implications of Section 17 and to integrate Section 17 in to all aspects of TfL's business.
- 8.2 **Safer Transport Teams:** Police and community support officers from the Safer Transport Teams will now be deployed on buses in eleven Central London boroughs. The specialist teams already operate on routes in 21 boroughs in outer London.
- 8.3 **London Wide Removals Service:** New technology was made available to traffic wardens who can use a PDA to identify and contact the closest removals truck to remove illegally parked vehicles from the red routes. Twenty one new trucks are equipped with satellite navigation and automatic number plate recognition software. Up to 58 per cent of Penalty Charge Notices (PCNs) are issued on the TLRN for "stopping where prohibited", so the scheme will reduce congestion on some of London's busiest roads.
- 8.4 **Parking Enforcement:** The first annual Parking Enforcement Report, covering the period of 2004 to 2007, was published in January 2008. The report is the first comprehensive overview of decriminalised parking enforcement to date. Parking offences have reduced by 23 per cent compared to last year.

People

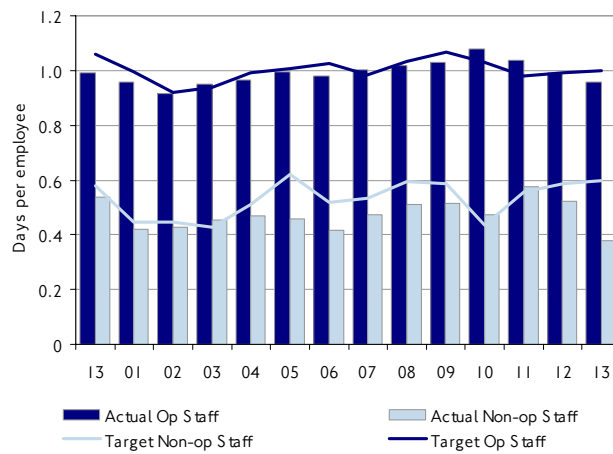
Staff Numbers

- 9.0 At the end of 2007/08 TfL employed 21,848 full time equivalent (FTE) staff. This number increased by 129 since the end of quarter three and is 412 (2 per cent) more than budget. There were 1,459 temporary staff at the end of 2007/08 which was 78 fewer than last year but 342 more than budget.



- 9.1 There were 14,508 FTE staff in London Underground at the end of 2007/08, 222 more than budget. The largest variance was in Customer Services as a result of delay to the ticket office strategy and because there were still some train operators and station staff over establishment following closure of the East London line. There were also additional staff in Strategy and Service Development working on projects including the PPP review and the Victoria station upgrade; in Information Management working on various projects; and staff retained for longer than expected due to a delay in the implementation of Connect. Vacancies in Engineering and the PPP contract teams provided some offset.
- 9.2 Surface Transport had 4,765 FTE staff at the end of 2007/08, 7 more than budget. There were 157 fewer permanent staff than budget, offset by 211 more temporary staff. Recruitment of permanent staff continued at a slower rate than expected, partly due to the London Streets reorganisation.
- 9.3 There were 238 FTE staff in London Rail, 14 more than budget. The number of temporary staff at 42, was 3 higher than budget. London Rail continues to manage temporary staff numbers, by converting temporary staff to permanent contracts where appropriate. Some temporary positions are occupied by people with specialist skills, where permanent recruitment has proved challenging.
- 9.4 The Group Directorates had 2,336 staff, 169 more than budgeted. There were additional Oyster Control Centre staff in Fares and Ticketing; additional temporary staff in Group IM, replacing more expensive consultant resources, and due to be replaced by permanent staff in 2008/09; and, more staff in HR to cope with increased demand for resourcing and service delivery. This was offset by fewer staff in Planning.

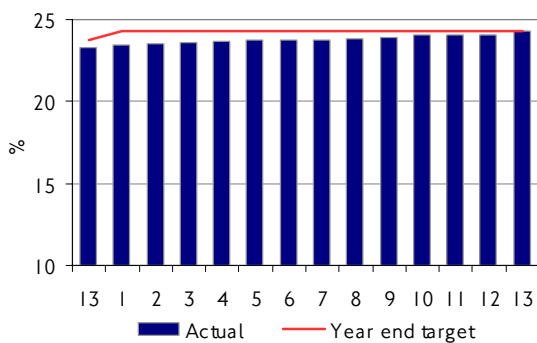
Sickness Absence – Days per Employee



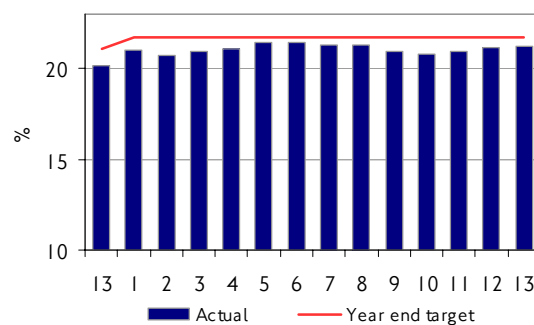
9.5 TfL staff were absent from work due to sickness for an average of 10.3 days per employee during 2007/08. This was 0.8 days (7.7 per cent) lower than the target of 11.1 days and a considerable improvement of 1.4 days compared to last year. The improvement was driven by non-operational sickness absence rates of 11.1 per cent lower than target. London Underground staff were absent for an average of 10.7 days per employee. This was 1.3 days better than target and an improvement of 2.0 days per employee compared to last year. This is the best sustained employee attendance rate achieved by London Underground for at least ten years. Surface Transport staff were absent for 11.1 days per employee, which was 1.7 days worse than target and was driven by higher rates of absence amongst operational staff. In London Rail, the absence rate of 3.6 days per employee was 1.4 days better than target and an improvement of 0.5 days compared to last year. Group Directorates staff were absent for 6.8 days per employee, which was 0.2 days better than target.

Workforce Composition

Female staff



Female staff in senior management

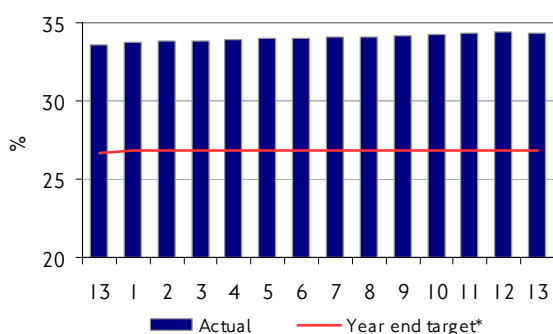


9.6 At the end of 2007/08, women made up 24.3 per cent of TfL staff, achieving the year end target. The percentage of women in senior management increased by 1.0 percentage point compared to last year to 21.2 per cent, 0.5 per cent below the year end target.

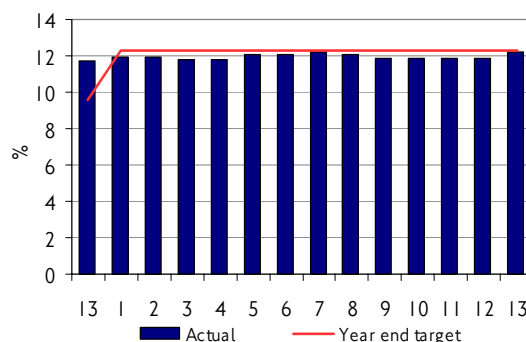
9.7 In London Underground, there was a sustained increase in the representation of women in operational roles, now at 17 per cent. Female representation at Duty Manager, Train Operator and Station Supervisor levels has increased by 1.5 percentage points during the year, now at 13.4 per cent, 9.3 per cent and 11.3 per cent respectively. This demonstrates the results of continuing effort to attract women into operational roles and to encourage existing female staff to apply for promotion. In Surface Transport the diversity competence programme was piloted in London Streets and there was strong participation in the TfL Mentoring programme. At year end female representation in Surface Transport was 27.8 per cent with 17.2 per cent at senior manager level.

Whilst external female recruitment into Surface Transport has been very positive, 33 women transferred from Surface to other areas TfL. Exit interviews are conducted with leavers to understand the reasons behind their decision and focus groups with women from Surface Transport have been held. The feedback will help to determine interventions for the coming year, which already includes further diversity competence training and the development of the flexible rostering initiative in East Thames Buses. In Surface Transport, female representation at senior levels is 17.2 per cent, exceeding the target of 14.5 per cent. Representation of women in London Rail, overall and at senior levels, has exceeded target. Research was conducted to determine the barriers to the employment of women, in particular female senior managers, and London Rail is now proceeding to develop an action plan to address the issues.

Black, Asian and Minority Ethnic Staff



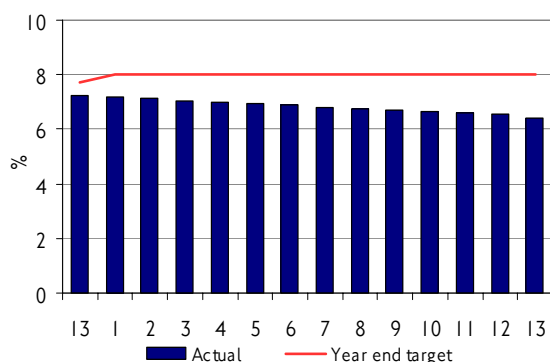
Black, Asian and Minority Ethnic Staff in Senior Management



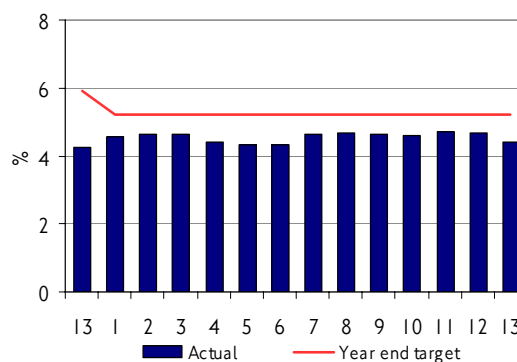
- 9.8 The representation of BAME staff across TfL increased to 34.4 per cent, which was 7.8 percentage points higher than the year end target of 26.8 per cent. This target was representative of the economically active London population at the time the TfL budget was agreed.¹ The percentage of BAME staff in senior management increased by 0.5 percentage points compared to last year, to 12.2 per cent. This was 0.1 percentage points below the year end target.
- 9.9 Following a successful scheme last summer, London Rail and South Bank University are discussing arrangements for a BAME work experience scheme. Six work placements in London Overground will be available to BAME engineering students during summer 2008. TfL Group HR is implementing Project Breakthrough to improve the representation of BAME and other groups within senior management. It will look at TfL's recruitment and selection process and how internal candidates are prepared for promotion. An external consultant with expertise in recruitment and diversity best practice will be employed to undertake a review. Actions will be tailored for each mode to reflect different starting points and requirements.

¹ After the 2007/08 budget was set, an ONS survey commissioned by the GLA indicated that the BAME community represented 29 per cent of the economically active London population. The target for the 2008/09 budget will be revised accordingly.

Disabled staff



Disabled staff in Senior Management



9.10 Of the staff declaring their disability status, 6.4 per cent were recorded as disabled at year end. This was 1.6 per cent lower than the year end target of 8.0 per cent and 0.8 per cent lower than last year. Compared to last year, the proportion of disabled staff declined because 49 fewer disabled staff, and 476 more non-disabled staff, declared their status. The proportion of disabled staff in senior management increased to 4.4 per cent. This was 0.8 percentage points lower than the year end target of 5.2 per cent, but 0.1 percentage points higher than last year.

9.11 London Underground is in the third phase of its work experience programme for disabled people. Station accessibility assessments were been completed with a view to accommodating staff with disabilities. London Streets are interviewing candidates for the disability work placement scheme and one successful candidate has begun the placement. London Rail has a similar scheme with successful candidates already in posts.

9.12 Of those employees declaring sexual orientation, 1.0 per cent were lesbians, 4.4 per cent were gay men, 0.2 per cent were bisexual women, 0.6 per cent were bisexual men, 58.4 per cent were heterosexual men and 28 per cent were heterosexual women. Of the senior managers declaring their sexual orientation 0.4 per cent were lesbians, 3.0 per cent were gay men, 67.4 per cent were heterosexual men and 19 per cent were heterosexual women.

9.13 **‘YourSay’ Employee Survey – Results:** The response rate to ‘yoursay’, the first annual employee engagement survey, was 47 per cent. This is considered a good response compared to industry norms. TfL scored highly on:

- Understanding my mode’s objectives
- Understanding TfL’s policy on equality
- My business area’s commitment to providing a good service to customers
- Being treated with fairness and respect by colleagues
- Feeling able to suggest new ways of doing things in my job.

The main areas identified for improvement were:

- Senior managers communicating openly and honestly, and providing the opportunity to feedback on issues affecting individuals
- Providing leadership and a clear sense of direction
- Managing change well
- Dealing with poor performance effectively
- Supporting people’s development for the future.

TfL scored favourably compared to public and private sector benchmarks in many of the categories, particularly in the areas of Equality & Inclusion, satisfaction with TfL as an employer, and commitment to providing a good service to our customers. TfL’s overall Employee Engagement Index score was 63.9 versus a UK benchmark of 65 (out of 100). This score indicates the level of employee engagement and is based upon satisfaction, pride and commitment. The survey will be conducted annually in future. London Underground already conducts a similar employee survey, ‘Speak Up’.

Efficiencies

10.0 TfL exceeded the 2007/08 year end efficiency target by £16 million, delivering £233 million of savings through a combination of back-office and operational efficiencies. The efficiencies programme exceeded the achievement of the previous year by £40 million (20.7 per cent).

Efficiency Initiatives £ m	Full Year (Sustained)		Full Year (In Year)		Total	
	Actual	Var to Budget	Actual	Var to Budget	Actual	Var to Budget
Procurement	56	0	42	22	98	22
Staff & BIP	15	(8)	8	(2)	23	(10)
Marketing & Other	15	(5)	5	5	20	0
Total Back Office	86	(13)	55	25	141	12
Rail Operations	2	0	0	0	2	0
Bus Network	59	0	6	6	65	6
Road Maintenance Contract	0	(0)	0	(3)	0	(3)
Other Surface Initiatives	0	0	2	2	2	2
Tube Lines refinancing	2	2		(2)	2	0
LUL Operational Efficiencies	16	1		(2)	16	(1)
LUL Communication Infrastructure	5	0		0	5	0
Total Operations	84	4	8	0	92	5
Total Cashable	170	(9)	63	25	233	16

Table may be subject to rounding errors

10.1 Additional procurement efficiencies were achieved from a number of initiatives including:

- Savings for traction power in London Underground achieved through the flexible electricity procurement strategy
- Reduced track access charges on the Bakerloo line
- Savings achieved in the Coulsdon Town Centre project following completion of the Coulsdon Relief Road.

10.2 The overall operational efficiencies target was achieved at year end. Of the targets exceeded:

- An additional £6 million was achieved through revising bus schedules where appropriate and extending the contracts for a number of routes
- An additional £3 million was identified following the renegotiation of the old Highway Term Maintenance contracts
- £2.4 million was achieved from a range of small Surface initiatives including savings in the Clear Channel bus shelter advertising contract and in consumables and maintenance.
- Savings made on road maintenance contracts of £6 million have now been reported as part of the BPEP (Business Procurement Efficiencies Programme) procurement figure.

10.3 TfL is currently undertaking a comprehensive review of operational cost drivers throughout the organisation. The focus of the operational cost review is to identify areas of cost reduction whilst maintaining the outcomes TfL is trying to achieve. The outcome of this review will determine the basis of future efficiency targets and programmes.

Financial Performance

All in £ Millions	Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
Income						
London Underground	(1,640)	(1,649)	9	(1,640)	(1,647)	7
Surface Transport	(1,516)	(1,539)	23	(1,516)	(1,516)	-
London Rail	(80)	(73)	(7)	(80)	(77)	(3)
Group Directorates	(23)	(17)	(5)	(23)	(19)	(4)
	(3,259)	(3,279)	19	(3,259)	(3,259)	(1)
Operating Expenditure						
London Underground	2,526	2,616	(91)	2,526	2,508	18
Surface Transport	2,553	2,544	9	2,553	2,563	(10)
London Rail	167	173	(7)	167	181	(14)
Group Directorates	333	376	(43)	333	351	(18)
	5,578	5,710	(131)	5,578	5,603	(25)
Net Operating Expenditure	2,319	2,431	(112)	2,319	2,345	(26)
Capital Expenditure (before group overprog)						
London Underground	416	419	(2)	416	419	(2)
Surface Transport	190	289	(99)	190	198	(9)
London Rail	416	427	(11)	416	404	12
Group Directorates	48	74	(26)	48	45	3
	1,070	1,209	(138)	1,070	1,067	4
Reimbursements from third parties						
London Underground	(105)	(105)	(1)	(105)	(104)	(1)
Surface Transport	(5)	(30)	26	(5)	(5)	1
London Rail	(25)	(20)	(5)	(25)	(38)	13
Group Directorates	(4)	(21)	17	(4)	(5)	1
	(139)	(177)	37	(139)	(152)	13
Group Overprogramming	-	(70)	70	-	-	-
Net Capital Expenditure	931	962	(31)	931	915	17
Capital income (including property sales)	(94)	(52)	(41)	(94)	(41)	(53)
Group Items						
Interest Income	(113)	(74)	(39)	(113)	(109)	(4)
Debt Servicing Payments	125	111	15	125	125	-
Contingency	(2)	40	(42)	(2)	18	(20)
Provision for Metronet	210	-	210	210	262	(52)
Loss on Metronet put option	47	-	47	47	-	47
Net Service Expenditure	3,424	3,418	6	3,424	3,515	(91)

Table may be subject to rounding errors

Operating Income

2006/07 YTD Actual	Income £m	Full Year					
		Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
(1,415)	Underground fares income	(1,524)	(1,517)	(7)	(1,524)	(1,530)	6
(1,003)	Bus Network fares income	(1,053)	(1,059)	6	(1,053)	(1,047)	(7)
(54)	DLR fares income	(63)	(62)	(1)	(63)	(62)	(1)
-	Overground fares income	(15)	(9)	(6)	(15)	(13)	(2)
(2,418)	LU, Buses and DLR fares income	(2,655)	(2,648)	(7)	(2,655)	(2,651)	(4)
(252)	Congestion Charging and LEZ- fees and enforcement income	(329)	(341)	12	(329)	(333)	4
(48)	TPED enforcement income	(68)	(77)	9	(68)	(70)	2
(2,765)	Other income	(208)	(212)	5	(208)	(204)	(4)
(3,066)	Total income	(3,259)	(3,279)	19	(3,259)	(3,259)	(1)

- 11.0 Total operating income was £19 million lower than budget in the full year, in line with the forecast at quarter three.
- 11.1 London Underground operating income was £9 million lower than budget largely because of lower advertising revenue, but partly offset by higher fare income. Fare income was £109 million higher than last year as demand for Underground travel continued to grow. Income from the CBS advertising contract was lower than budget due to slower than predicted market growth and delays in installation of digital advertising equipment. In line with the quarter three forecast, London Underground operating income was £7 million lower than the full year forecast due to lower fare and advertising income, which was partly offset by higher than expected rental income.
- 11.2 Surface Transport income was £23 million lower than budget and in line with the full year forecast. This was driven by lower transport policing enforcement income, lower congestion charging income and lower income from the bus network. Bus network income was lower due to the reduced bus fares from 30 September 2007 and, from January 2008, the bus fare freeze. This was largely offset by higher travelcard and pay-as-you-go income. Lower congestion charging income from standard fees was partially offset by higher congestion charging enforcement income.
- 11.3 London Rail operating income was £7 million higher than budget, and £3 million higher than the forecast at quarter three, mainly due to higher revenue for London Overground as the budget was based on limited concession information.

Operating Expenditure

2006/07 YTD Actual	Operating Expenditure £m	Full Year					
		Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
2,470	London Underground	2,526	2,616	(91)	2,526	2,508	18
2,356	Surface Transport	2,553	2,544	9	2,553	2,563	(10)
129	London Rail	167	173	(7)	167	181	(14)
231	Group Directorates	333	376	(43)	333	351	(18)
5,187	Total Operating Expenditure	5,578	5,710	(131)	5,578	5,603	(25)

Table may be subject to rounding errors

- 11.4 Operating expenditure was £131 million lower than budget in 2007/08. Expenditure for the year was £25 million lower than was forecast at quarter three.
- 11.5 London Underground operating expenditure was £91 million lower than budget in the full year. This included £55 million of lower PPP costs, reflecting lower payments due to the Metronet strike, delays to the Metronet stations programme, the Central line derailment in July 2007, signal failures on the Victoria line earlier in the year and speed restrictions on the District line and the Metronet-maintained section of the Piccadilly line. Lower expenditure of £17 million on traction power was achieved through the flexible electricity procurement strategy. London Underground operating expenditure was £18 million higher than forecast at quarter three due to increased programme and risk expenditure.
- 11.6 Surface Transport spent £9 million more than budget in the full year and £10 million less than the quarter three forecast. This was due to lower expenditure on congestion charging and savings in management support. The variance to budget was mainly due to additional staff costs of £7 million following the implementation of the Highways Maintenance and Works contracts, £7 million additional spend in Road Network Performance on borough walking schemes and contract claim provisions. This was partly offset by lower expenditure on bus network operations contracts and on congestion charging, primarily because of savings in contract re-lets.
- 11.7 London Rail spent £7 million less than budget for the year and £14 million less than the full year forecast. This was due to adjustments for work completed in 2006/07 on London Overground infrastructure projects, the Oyster implementation project and capitalisation of North London Railway Gating and. This was partly offset by higher spend than budget on London Overground operations as the budget was set prior to all concession information being available.
- 11.8 The Group Directorates spent £43 million less than budget. This was mainly due to expenditure of £23 million less than budget on Borough Partnerships and Transport Planning and Policy, and £16 million less than budget on Information Management projects following reprioritisation of projects. Operating expenditure for 2007/08 was £18 million less than forecast at quarter three. It includes a variance of £16 million lower than forecast in the Finance directorate, primarily due to rephasing of Information Management projects into 2008/09 and a rebate on Oyster card production, and a variance of £7 million less than forecast in Planning. This was offset by Group Services forecasting a £5 million contingency provision at quarter three for the Palestra re-location which was not utilised by year end.

Group Items

- 11.9 Net interest income was £24 million more than budget for the full year, £4 million more than was forecast at quarter three. TfL earned more interest income because of the increase in interest rates but this was partly offset by higher debt service payments, predominantly due to earlier draw down of debt than anticipated.

- 11.10 The two Metronet PPP companies, responsible for the BCV and SSL lines, went into PPP Administration on 18 July 2007. The provision for the loan to the administrators was £52 million less than the forecast of £262 million as the spend rate and the utilisation of the loan became clearer since quarter three. As part of the SR07 settlement, Government agreed to provide TfL with a fixed amount of grant to cover the Metronet Put option. In the event, the cost of this option was £47 million more than provided by Government, which TfL has to bear and could not be forecast at quarter three.
- 11.11 Full year TfL net service expenditure, which includes a provision of £210 million for the unbudgeted loan made available to the Metronet administrators, was £91 million less than the quarter three forecast and £6 million more than budget overall.

Capital Expenditure

11.12 Net capital expenditure after third party reimbursements and reductions for overprogramming was £31 million lower than budget in 2007/08. Net capital expenditure for the full year was £17 million higher than the forecast at quarter three.

2006/07 YTD Actual	Capital Expenditure £m	Full Year					
		Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
177	London Underground *	416	419	(2)	416	419	(2)
161	Surface Transport *	190	289	(99)	190	198	(9)
114	London Rail *	416	427	(11)	416	404	12
15	Group Directorates	48	74	(26)	48	45	3
-	Overprogramming	-	(70)	70	-	-	-
467	Capital Expenditure	1,070	1,139	(68)	1,070	1,067	4
(91)	Reimbursements	(139)	(177)	37	(139)	(152)	13
376	Net Capital Expenditure	931	962	(31)	931	915	17
(3)	Capital Income	(94)	(52)	(41)	(94)	(41)	(53)
374	Net Capital	837	910	(72)	837	874	(36)

Table may be subject to rounding errors

* Shown after devolved overprogramming

11.13 London Underground capital expenditure, after devolved overprogramming, was £2 million lower than the budget and quarter three forecast. There was due to lower than budget and forecast expenditure on Operational Flexibility projects due to re-phasing; restructuring the Auto Reversing project on the Piccadilly line; the cancellation of the Connect transmissions options project and lower expenditure on congestion relief schemes, notably at Shepherd's Bush and Tottenham Court Road, offset by overprogramming.

11.14 Full year capital expenditure in Surface Transport was £99 million less than budget, after devolved overprogramming. This was due to delayed expenditure on road network improvements. This was caused by revised tendering requirements for Blackwall Tunnel Northbound; delays in receiving testing documents for iBus garage rollouts, and, the delayed start of bus garage construction, notably West Ham. The full year variance of £9 million below forecast was mainly driven by Congestion Charging Re-let and Futures following the final selection of the contracted service provider.

11.15 London Rail capital expenditure in 2007/08 was £11 million lower than budget mainly due to lower expenditure on DLR and the East London Line extension. Capital expenditure was £12 million higher than the full year forecast at quarter three mainly due to accelerated expenditure for land acquisition costs on the DLR 3-car and Woolwich Arsenal extension projects and increased expenditure on main works for London Overground Infrastructure projects.

11.16 Capital expenditure in the Group Directorates was £26 million less than budget in the full year. The main contributor to this was a £25 million variance in Finance largely due to the deferral of the Integrated Transport Smartcard Organisation (ITSO) project by the Department for Transport.

11.17 Capital income was £41 million higher than budget in the full year and £53 million higher than forecast at quarter three with the largest variance attributable to new lease arrangements for Overground rolling stock.

Balance sheet

Transport for London Group Balance Sheet at end of Period 13 £m	Variance to Budget
Fixed Assets - <i>higher than budget</i>	(87)
Debtors and Payments in Advance - <i>higher than budget</i>	(250)
Cash - <i>higher than budget</i>	(13)
Creditors - <i>higher than budget</i>	196
Deferred Capital Grant - <i>lower than budget</i>	(301)
Provisions - <i>higher than budget</i>	34
Total Net Assets - <i>higher than budget</i>	(421)

The balance sheet is in Appendix 2.

- 12.0 The debtor variances include the net effect of the loan to the Metronet Administrator of £32 million (loan of £242 million less provision of £210 million) and the pre payment of contributions to the TfL Pension Fund of £59 million. In addition to these £150 million of capital grant due from DfT in respect of 2007/08 was unpaid at the year-end, but has since been received.
- 12.1 The creditor variance includes £158 million for the PPP finance lease creditor due to increased fixed asset additions (£200 million) offset by lower interest charges and higher than budgeted payments due to higher inflation. In TTL joint facility ticket receipts in advance were £13 million higher than budget and added to this was an accrual of £20 million above budget for Prestige PFI payments. Elsewhere, higher than budgeted expenditure in the final period led to a general rise in accruals and trade and capital creditors at the year end.

Transport for London Group Balance Sheet Forecast for the Year End £m	Variance to Quarter 3 Forecast
Fixed Assets - <i>higher than forecast</i>	(36)
Debtors and Payments in Advance - <i>higher than forecast</i>	(129)
Cash - <i>higher than forecast</i>	(150)
Creditors - <i>higher than forecast</i>	70
Deferred Capital Grant - <i>lower than forecast</i>	15
Provisions - <i>higher than forecast</i>	19
Total Net Assets - <i>higher than forecast</i>	(211)

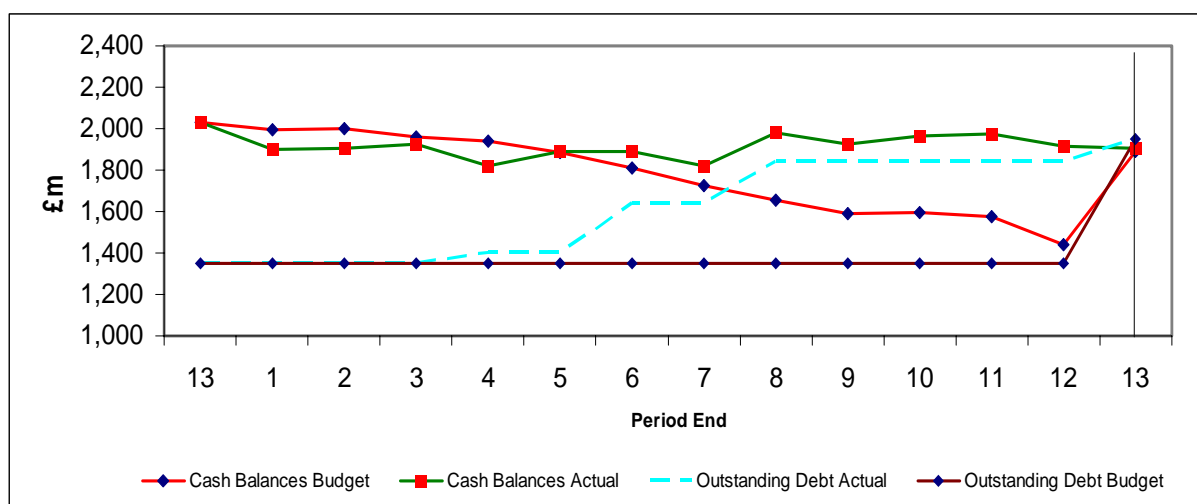
- 12.2 The debtor position includes the effect of accruing capital grant of £150 million as mentioned above. Creditor balances reflect higher than forecast spend in the final period.

Cash summary

Cash Balances and Debt

- 13.0 Cash balances at 31 March 2008 were £1,904 million, within £13 million of budget.
- 13.1 The graph below shows the actual cash balances and debt compared to budget at each period end throughout the year.
- 13.2 All of the £600 million approved borrowing has been drawn down resulting in outstanding debt in line with budget of £1,950 million.

Cash and Debt Balances 2007/08



Performance

- 13.3 Performance is measured against a benchmark of the average of 3 month LIBOR minus 12.5 basis points. Recent changes in the financial markets have resulted in high demand for deposits in the 3-6 months range, forcing up 3 month LIBOR to approaching 7 per cent. Despite having to retain high short-term liquidity to meet the Metronet Administrators need for cash at short notice, TfL achieved a return 3 basis points short of its benchmark. The actual rate earned exceeded budget by 100 basis points. Interest earned was £112.9 million, £39 million in excess of budget.
- 13.4 Results for quarter four (periods 10, 11, 12 and 13) are noted in the table below:

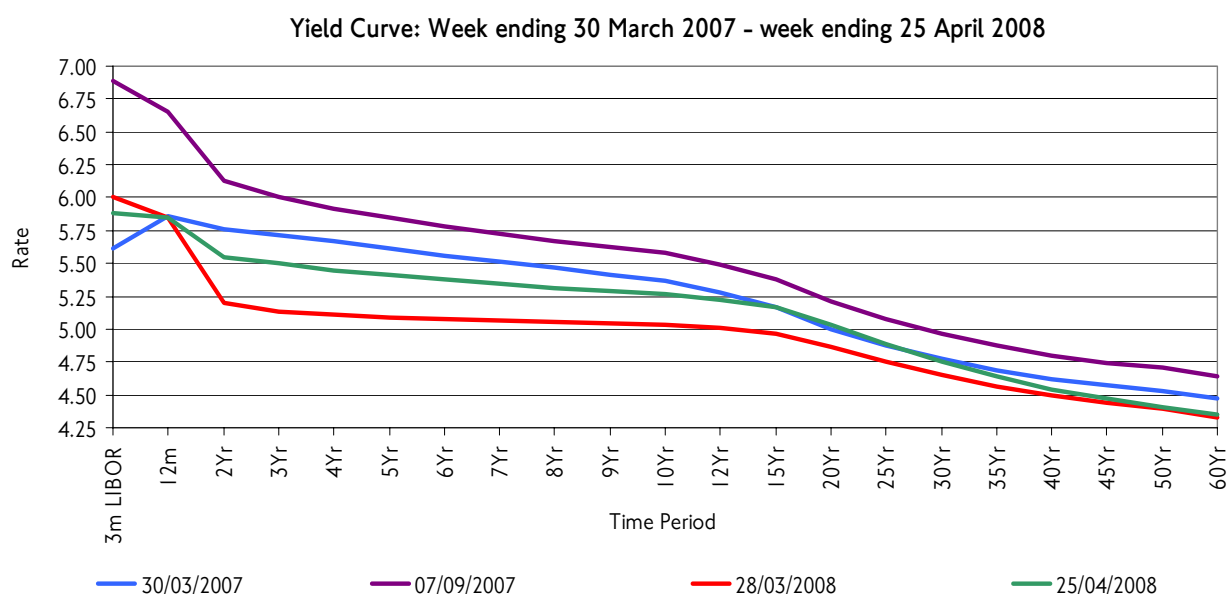
Treasury Management Yield Period End:	Period 10 5 Jan	Period 11 2 Feb	Period 12 1 Mar	Period 13 31 Mar	Full Year Actual	Full Year Budget
Benchmark	% 6.24	% 6.10	% 5.88	% 5.65	% 5.90	% 4.87
Average Rate of Return	6.22	6.09	5.85	5.77	5.87	4.87
Margin above/(below) Benchmark	(0.02)	(0.01)	(0.03)	0.12		
Interest Earned, Period	£9.5m	£9.4m	£8.7m	£9.1m		
Interest Earned, Year to Date	£85.7m	£95.1m	£103.8m	£112.9m	£112.9m	£73.9m

Current Strategy

- 13.5 The Treasury Management Strategy for 2008/09 was approved at the 12 March Board meeting. The strategy focuses upon cross-checking Moodys ratings against those provided by other well-known agencies. It also abandons the idea of investing in Guaranteed Investment Contracts (GICs) for up to three years in light of the poor ratings awarded to the monoline insurers, who were the deposit takers most likely to give TfL improved returns.

Yield curve

- 13.6 The latest yield curve summary is shown below for information.
- 13.7 This shows the effect of challenging financial market conditions from September where 3 month LIBOR rose to 6.89 per cent. The current trend of the yield curve is comparable to a year ago with 3 month LIBOR 26 basis points higher despite a 25 basis points reduction in Base Rate (now 5.00 per cent) compared to a year ago.



Legal and Regulatory Risk

- 13.8 Prudential Indicators for Prudence and Affordability, Capital Expenditure and External Debt: Prudential Indicators approved by the Board for 2007/08 are monitored periodically and have not been exceeded.
- 13.9 Payment Card Industry Data Security Standards: As previously reported, new data security standards are being applied to merchants. TfL has received a report from its Quality Security Assessor commenting on the gap analysis and the remedial action that is required. Work is in progress to determine the priorities for the remedial work, its implementation and likely cost. TfL's merchant acquirer (Barclays) receives regular progress reports and has expressed its satisfaction on its content. Providing these reports, in order to demonstrate progress, should ensure that TfL will not be fined for alleged breaches of the new data standards.

Annex One: Performance Summary

2007/08		Quarter 4				Full Year			
Key Performance Indicator	Unit	Actual	Target	Var	PY	Actual	Target	Var	PY
Service Demand									
Passenger Journeys - TfL Group	m	1,020.8	1,002.0	18.8	918.0	3,345.8	3,304.5	41.4	2,984.8
Passenger Journeys - LU	m	332.4	324.4	8.0	314.5	1,072.5	1,048.0	24.5	1,014.3
Passenger Journeys - Buses	m	658.3	648.7	9.5	576.0	2,176.1	2,160.4	15.7	1,880.3
Passenger Journeys - DLR	m	20.8	20.3	0.4	18.7	66.6	66.6	0.0	61.3
Passenger Journeys - Trams	m	8.2	7.6	0.6	7.9	26.3	24.6	-	24.8
Coach Departures - Victoria Coach Station	'000s	61.5	55.3	6.2	55.4	194.8	187.0	7.8	187.2
Passenger Journeys (total)- River Services	'000s	797.5	455.0	342.5	513.5	3,078.3	2,600.0	478.3	2,746.7
Passenger Journeys (multi stop only) - River Services	'000s	194.3	170.0	24.3	178.5	704.0	600.0	104.0	661.6
Total Trips - Dial a Ride	'000s	342.4	454.9	(112.5)	342.9	1,127.4	1,517.9	(390.5)	1,173.2
Cycle usage on TLRN (Index Mar 2000 = 100)	Index	151.4	166.9	(15.5)	158.1	190.8	185.0	5.8	182.6
Service Provision (Supply)									
% Scheduled Services Operated - LU	%	95.5	95.0	0.4	94.9	94.8	95.1	(0.3)	94.5
% Trains Operated in Peak Hours - LU	%	97.1	No Target	No Target	97.0	96.6	No Target	No Target	96.9
Train Kilometres Operated - LU	m	21.6	22.0	(0.5)	21.6	70.5	71.3	(0.8)	69.8
% Scheduled Services Operated - Buses	%	97.8	98.1	(0.3)	97.8	97.5	97.8	(0.3)	97.5
Bus Kilometres Operated - Buses	m	146.8	144.4	2.3	142.0	468.2	467.4	0.7	457.9
% Scheduled Services Operated - DLR	%	98.7	98.0	0.7	99.0	99.1	98.0	1.1	99.1
Train Kilometres Operated - DLR	'000s	1,339.2	1,397.5	(58.2)	1,366.0	4,442.9	4,526.6	(83.8)	4,383.0
% Scheduled Services Operated - Trams	%	99.5	98.0	1.5	99.1	99.0	98.0	1.0	99.3
% Scheduled Services Operated - River Services	%	97.1	98.5	(1.4)	99.2	98.3	98.5	(0.2)	98.5
No. of Taxi Drivers Licensed - PCO	'000s	24.7	24.9	(0.2)	24.6	24.7	24.9	(0.2)	24.6
No. of Private Hire Drivers Licensed - PCO	'000s	48.3	36.0	12.3	38.0	48.3	36.0	12.3	38.0
Reliability									
Excess Journey Time (Weighted) - LU	Mins	7.6	7.5	0.1	7.9	7.8	7.5	0.3	8.1
Peak Train Cancellations, Due to ONAs - LU	%	0.1	0.6	(0.5)	0.1	0.1	0.6	(0.5)	0.1
PPP Availability, Lost Customer Hours - LU	m	4.0	4.8	(0.8)	3.9	16.8	15.6	1.2	14.6
Excess Wait Time, High Freq Routes - Buses	Mins	1.1	1.1	-	1.0	1.1	1.1	-	1.1
On Time Performance, Low Freq Routes - Buses	%	79.7	77.4	2.3	79.4	79.1	77.0	2.1	78.1
On Time Performance, Night buses - Buses	%	86.2	83.4	2.8	86.4	85.0	82.9	2.1	85.2
On Time Performance - DLR	%	96.2	96.0	0.2	97.7	97.3	96.0	1.3	97.8
Road Traffic Signals Operating Effectively	%	99.1	98.6	0.5	99.2	99.2	98.6	0.6	-
Safety									
Customer Major Injuries & Fatalities -LU (per m journeys)	#	0.08	0.14	(0.06)	0.17	0.12	0.14	(0.02)	0.16
Customer Major Injuries & Fatalities - Buses (per m journeys)	#	0.69	No Target	No Target	0.72	0.85	No Target	No Target	0.88
Major Injuries & Fatalities - DLR (per m passenger journeys)	#	0.48	No Target	No Target	0.05	0.29	No Target	No Target	0.15
KSI:		Q4 (09 Dec 07 - 31 Mar 08) data is not yet available:				Jan 07-Dec 07:			
KSI, Total Londonwide - Road Network +	#					3,785	3,527	258	3,946
KSI, Powered 2-Wheel Riders Londonwide - Road Network +	#					819	731	88	848
KSI, Children Londonwide - Road Network +	#					331	363	(32)	392

Annex One: Performance Summary (continued)

2007/08 Key Performance Indicator	Unit	Quarter 4				Full Year			
		Actual	Target	Var	PY	Actual	Target	Var	PY
Customer Satisfaction									
Overall Customer Satisfaction - TfL Group	Score	78.4	78.3	0.0	78.7	78.7	78.3	0.4	77.4
Customer Satisfaction - LU									
Overall	Score	76.0	78.0	(2.0)	77.0	77.0	78.0	-	76.0
Crowding	Score	70.0	No Target	No Target	71.0	70.0	No Target	No Target	71.0
Safety & Security	Score	81.0	No Target	No Target	80.0	81.0	No Target	No Target	80.0
Information	Score	79.0	No Target	No Target	79.0	79.0	No Target	No Target	79.0
Customer Satisfaction - Buses									
Overall	Score	79.0	78.0	1.0	79.0	79.0	78.0	1.0	77.8
Crowding	Score	77.0	78.0	(1.0)	78.0	78.0	78.0	-	77.8
Safety & Security	Score	81.0	83.0	(2.0)	81.0	82.0	83.0	(1.0)	81.0
Information	Score	74.0	75.0	(1.0)	74.0	75.0	75.0	-	73.8
Reliability Journey Waiting Time	Score	79.0	80.0	(1.0)	79.0	80.0	80.0	-	79.0
Customer Satisfaction - DLR									
Overall	Score	96.8	90.0	6.8	96.9	97.5	90.0	7.5	96.8
Information	Score	96.5	90.0	6.5	96.7	97.4	90.0	7.4	96.5
Safety & Security	Score	97.9	90.0	7.9	95.3	98.0	90.0	8.0	95.6
Overall Customer Satisfaction - Trams	Score	85.0	No Target	No Target	85.0	85.0	No Target	No Target	84.0
Overall Customer Satisfaction - Dial-A-Ride	Score	91.0	No Target	No Target	92.0	92.0	No Target	No Target	92.0
Overall Customer Satisfaction - VCS	Score	78.0	76.0	2.0	74.0	78.0	76.0	2.0	77.0
Financial Efficiency									
Cost per passenger Kilometre - LU	p/km	26.3	27.2	(0.9)	25.4	24.9	26.9	(2.1)	26.7
Income per passenger Kilometre - LU	p/km	(20.3)	(20.6)	0.2	(19.8)	(20.3)	(20.5)	0.1	(20.4)
Cost per passenger Kilometre - Buses	p/km	22.9	25.6	(2.7)	23.9	22.3	24.3	(2.0)	23.1
Income per passenger Kilometre - Buses	p/km	(13.4)	(15.3)	1.9	(14.9)	(13.7)	(14.9)	1.3	(14.3)
Cost per Trip - Dial-A-Ride	£	27.9	17.1	10.8	26.6	25.9	17.8	8.1	23.8
People									
Number of Staff - TfL Group	FTE	21,847.7	21,435.5	412.2	20,778.0	21,847.7	21,435.5	412.2	20,778.0
Number of Temporary Contractors - TfL Group	FTE	1,458.8	1,116.5	342.4	1,573.4	1,458.8	1,116.5	342.4	1,573.4
No of days sickness absence per employee:		<i>Sickness absence full year:</i>							
TfL Group	Days	10.34	11.14	(0.80)	11.71	10.34	11.14	(0.80)	11.71
LU	Days	10.66	11.96	(1.30)	12.67	10.66	11.96	(1.30)	12.67
Surface Transport	Days	11.14	9.47	1.68	9.59	11.15	9.47	1.68	9.59
London Rail	Days	3.60	5.01	(1.40)	4.16	3.60	5.01	(1.40)	4.16
Group Directorates	Days	6.84	7.02	(0.18)	8.22	6.84	7.02	(0.18)	8.22
Women Staff - TfL Group	%	24.3	24.3	0.0	23.3	24.3	24.3	0.0	23.3
BAME Staff - TfL Group	%	34.4	26.8	7.6	33.6	34.4	26.8	7.6	33.6
Disabled Staff - TfL Group	%	6.4	8.0	(1.6)	7.2	6.4	8.0	(1.6)	7.2
Women Staff in Senior Mgt - TfL Group	%	21.2	21.7	(0.5)	20.2	21.2	21.7	(0.5)	20.2
BAME Staff in Senior Mgt - TfL Group	%	12.2	12.3	(0.1)	11.7	12.2	12.3	(0.1)	11.7
Disabled Staff in Senior Mgt - TfL Group	%	4.4	5.2	(0.8)	4.3	4.4	5.2	(0.8)	4.3

GREEN: better than or equal to target; AMBER: within 5% of target; RED: 5% or more below target

Notes:

Tables may be subject to rounding errors.

FTE = Full Time Equivalents

+ Due to the reporting process and nature of road traffic accident data the latest data available is December 07.

Annex Two: Balance Sheet

Balance Sheet	Year to Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
£m						
Fixed Assets						
Tangible Assets	16,777	16,690	(87)	16,777	16,741	(36)
Current Assets						
Stocks	4	5	1	4	4	-
Debtors	371	204	(167)	371	219	(152)
Payments in Advance	208	124	(84)	208	231	23
Cash at Bank and in Hand	1,904	1,891	(13)	1,904	1,754	(150)
Current Liabilities						
Revenue	(831)	(929)	(98)	(831)	(754)	77
Receipts in Advance	(225)	(226)	(1)	(225)	(239)	(14)
Capital	(316)	(242)	74	(316)	(319)	(3)
Long Term Liabilities						
Balances with Infracos	(2,969)	(2,811)	158	(2,969)	(2,968)	1
Prudential Loans	(1,950)	(1,950)	-	(1,950)	(1,950)	-
Creditors Due after One Year	(387)	(324)	63	(387)	(378)	9
Capital Grants	(7,010)	(7,311)	(301)	(7,010)	(6,995)	15
Pension Provision	(948)	(948)	-	(948)	(948)	-
Other Provisions	(250)	(216)	34	(250)	(231)	19
Total Net Assets	4,378	3,957	(421)	4,378	4,167	(211)
Capital and Reserves						
Earmarked Reserves	1,407	968	(439)	1,407	1,141	(266)
Pension Reserves	(948)	(948)	-	(948)	(948)	-
General Fund	102	148	46	102	148	46
Other Reserves	3,817	3,789	(28)	3,817	3,826	9
Total Capital Employed	4,378	3,957	(421)	4,378	4,167	(211)

Annex Three: Cash Summary

Cash Summary £m	Year to 31 March			Year to 31 March		
	Actual	Budget	Variance	Actual	Q3 Forecast	Variance
Net Revenue Expenditure	(4,286)	(2,500)	1,786	(4,286)	(2,642)	1,644
Working Capital Movements	6	82	76	6	(33)	(39)
Cash Spend on Operating Activities	(4,280)	(2,418)	1,862	(4,280)	(2,675)	1,605
Net Capital Expenditure	(976)	(1,095)	(119)	(976)	(1,026)	(50)
Working Capital Movements	80	(8)	(88)	80	65	(15)
Cash Spend on Capital Activities	(896)	(1,103)	(207)	(896)	(961)	(65)
Funded by:						
Transport Grant	4,301	2,595	(1,706)	4,301	2,598	(1,703)
Precept Funding	12	12	-	12	12	-
Prudential Borrowing	600	600	-	600	600	-
Third Party Contributions	139	177	38	139	152	13
Total Funding	5,052	3,384	(1,668)	5,052	3,362	(1,690)
Net Movement in Cash	(124)	(137)	(13)	(124)	(274)	(150)

Annex Four: Approved Investments

Approved Investments at each period end date are noted below.

Period number	Period 10	Period 11	Period 12	Period 13
Period end date	5 Jan	2 Feb	1 Mar	31 Mar
Budget	1,597	1,574	1,442	1,891
Cash Balances	1,967	1,974	1,913	1,904
Increase/(decrease)	370	400	471	13

Cash Balances comprise:				
Investments	1,900	1,906	1,846	1,833
Investments-Guernsey	39	39	39	39
Cash & Credits in Transit (mainly LUL)	28	29	28	32

Investment Profile				
Up to 1 Month	177	277	243	170
1-2 Months	311	112	82	41
2-3 Months	457	498	470	593
3-4 Months	304	214	109	43
4-5 Months	-	-	-	-
5-6 Months	178	291	406	406
6-7 Months	-	-	-	40
7-8 Months	-	-	-	-
8-9 Months	-	-	9	9
9-10 Months	-	30	30	30
10-11 Months	-	-	-	-
11-12 Months	473	484	497	501