
This paper will be considered in public

1 Summary

- 1.1 The TfL scorecard is our primary tool for tracking in-year progress against TfL-wide strategic objectives, and incentivising our senior managers to make strategically aligned decisions. The 2022/23 TfL scorecard has been developed to align with TfL's Vision and Values and the Mayor's Transport Strategy (MTS) objectives, ensuring our focus for the next year moves the organisation towards our long-term ambitions.
- 1.2 The measures selected for the 2022/23 scorecard maintain the focus of 2021/22, encapsulating the key priorities of attracting customers back onto our network, achieving financial sustainability, and decarbonising our operations, while never compromising on safety.
- 1.3 The targets in this paper set a bold yet achievable level of ambition for 2022/23. They are aligned both to the assumptions in TfL's proposed Budget, and to the requirements set out in the Department for Transport's funding settlement letter of 25 February 2022. It should be noted that Budget assumptions may change, and conditions for any future funding agreement may be materially different from the current one. If this is the case, it may be necessary to return to the Board and seek approval for changes to relevant targets.

2 Recommendation

- 2.1 **The Board are asked to note the paper and:**
 - (a) **approve the 2022/23 TfL scorecard;**
 - (b) **note the approach to divisional scorecards for 2022/23.**

3 2022/23 TfL Scorecard

- 3.1 The scorecard has been restructured to align with TfL's Vision and Values. Measures are now organised under the four roadmaps set out in the Vision and Values: Colleague, Customer, Green and Finance. In addition, the Vision and Values recognises the ongoing importance of Our Foundation (covering ongoing delivery of performance and investment milestones), and some measures are organised under this theme. This structure replaces the previous strategic pillars (customer, delivery, people, finance, operations, safety). With this new structure, the scorecard can clearly articulate how the multi-year ambitions we have set for the Vision and Values flow into what we track in-year.
- 3.2 The Colleague roadmap establishes our ambition for TfL to be a great place to work where everyone can thrive. The targets reflect our commitment to creating an engaging and inclusive working environment, where the safety and wellbeing of all

colleagues are prioritised.

- 3.3 The Customer roadmap targets reflect our ambition to support customers back onto public transport, walking and cycling, by providing a safe and attractive service.
- 3.4 The Finance roadmap charts how we will rebuild our finances, become more efficient and secure our future. These targets ensure we are progressing on the path to financial sustainability.
- 3.5 The Green roadmap looks at our ambitions to reduce greenhouse gas emissions and improve air quality in London, while protecting and improving our local environment. The scorecard target ensures we are contributing to this through the decarbonisation of our operations.
- 3.6 Alongside the four roadmaps, Our Foundation ensures we are grounded in safe day-to-day service reliability, availability and the on-time delivery of our capital investments.

Link between the scorecard and the Mayor's Transport Strategy

- 3.7 Over the past year TfL has developed an MTS Tracker to measure progress against the long-term goals set out in the MTS. It tracks the wider impacts of our performance and is aimed to support strategic decision making. Some of the measures in the MTS Tracker are slow moving and hard to influence in-year and are therefore not well-suited as scorecard measures. The MTS Tracker gives them greater visibility than they had previously, and the latest progress will be reported to the Board through the annual update on the MTS that will be presented in June 2022.
- 3.8 Where metrics on the MTS Tracker can be influenced by in-year decision making, they have been included on the TfL scorecard. These include our Vision Zero safety targets of eliminating the deaths and serious injuries on London's roads, and on our public transport services.
- 3.9 In some cases, it is appropriate to track a metric on the scorecard that aligns to but is distinct from the MTS goal. For example, in the MTS Tracker we look at how emissions from all transport sources are reducing, while in the scorecard the data is presented for TfL's operations. The goal of improving bus speeds on the MTS Tracker is reflected on the scorecard by the Bus Journey Time measure, which is a more detailed way to monitor the customer experience and reliability we deliver on our bus network every day, as distinct from the more high-level long-term strategic aim of the MTS.

Link between the scorecard and Measurable Ambitions for TfL's Vision and Values

- 3.10 In March 2022, the Commissioner's Executive Committee agreed Measurable Ambitions for TfL's Vision and Values. These are the ambitious time-bound targets we have set to measure progress against the delivery of the Colleague, Customer, Green and Finance roadmaps, across a medium-term horizon of five to 10 years.
- 3.11 2022/23 scorecard targets have been set in the context of these Measurable Ambitions, to ensure that the objectives we set for the organisation over the next year move us materially closer to these medium-term ambitions.

Roadmap	Measure	Target	Floor target	Weighting
Colleague	Total engagement	62%	60%	10%
	Wellbeing index	58%	56%	5%
	Inclusion index	52%	50%	2.5%
	Diversity declaration rates	56%	55%	2.5%
	Workforce all injuries	1,348	1,987	5%
Customer	% of Londoners who agree we care about our customers	57%	54%	10%
	Public transport passenger journeys (millions)	3,262	3,187	5%
	Road KSIs (per million journey stages)	0.34	0.36	5%
	Customer injuries (per million passenger journeys)	2.67	2.81	5%
Green	CO ₂ emissions from TfL operations & buildings (ktonnes CO ₂ e)	845	900	5%

Finance	Cash balance (P13 periodic average)	£1.4bn	+/- £100m	10%
	OPEX vs budget	£7,472m	Must be under budget	7.5%
	CAPEX vs budget	£1,560m	Up to 3% under budget	7.5%
Foundation	Investment programme milestone delivery	90%	75%	5%
	Elizabeth Line: Open the central section for revenue service	30 June 2022	30 June 2022	2.5%
	Barking Riverside Extension: Service Operational	31 July 2022	25 August 2022	2.5%
	% LU service operated	90%	88.5%	5%
	Bus journey time (minutes)	33.5	34.0	5%

4 Detail on Measures and Targets

- 4.1 The majority of measures are consistent with TfL's current scorecard. New or altered measures are summarised in this section. Stretching but realistic targets have been developed against these measures by considering recent trends and management actions that can be taken to influence these metrics in-year, as well as other factors outside TfL's control that could impact performance.
- 4.2 If there are material changes to the scorecard during the financial year, we will manage these through the change control process:
- (a) for the TfL scorecard, the Board will review and approve any changes;
 - (b) for divisional scorecards, the Commissioner and Chief Finance Officer will review and approve any changes.

Public Transport Passenger Journeys

- 4.3 The public transport passenger journey metric will measure the number of passenger journeys across our public transport network: London Underground, bus, London Overground, Docklands Light Railway (DLR), trams and TfL Rail (and the Elizabeth line when it begins passenger service). This is key to measuring the health of London's recovery, TfL's recovery and therefore our revenue. This will now be measured as an absolute number of journeys, whereas on the 2021/22 scorecard, journeys were measured as a percentage of 2018/19 (pre-coronavirus) demand. This makes the measure more forward-looking, focusing on the need to maximise rather than simply 'recover' demand. It will be influenced by our continued proactive interventions to create a safe environment and encourage our customers back onto our network: enhanced cleaning regimes, air and surface sampling in stations and trains and periodic inspection and maintenance of London Underground ventilation systems.

Diversity Declaration Rates

- 4.4 This is a new measure for 2022/23, which tracks the percentage of all employees to complete declarations for all key protected characteristics: Ethnicity, Faith Belief, Disability and Sexual Orientation. Our ambition is for our workforce to reflect the diversity of the city we serve. However, we first need higher declaration rates to better understand how diverse our organisation truly is, and therefore what we need to do to create equal opportunities.
- 4.5 Improving our data and improving our colleagues' trust in us with their data is key to building an inclusive workplace and ultimately improving diversity. To improve on this metric, colleagues must feel that it is safe to share their data with us and that it will have no bearing on their career.

Cash Balance (Period 13 average)

- 4.6 It remains a priority to maintain sufficient cash reserves, ensuring TfL is able to service its debts and cover day-to-day operational costs. Our ambition is to further build up our cash reserves so that by the end of the year we have a higher cash balance and therefore a more sustainable financial position.

- 4.7 Conditions of the most recent funding settlement with Government require TfL to maintain average periodic cash reserves of no more than £1.2bn until the end of the funding period (24 June 2022). The definition of this measure has therefore been slightly refined to accommodate this. Meeting the target requires the average cash balance across the final period of the financial year to be £1.4bn (within a range of £100m above or below this amount).
- 4.8 The target therefore aligns with the cash profile set out in the 2022/23 TfL Budget, which we will aim to follow through the year. This builds our cash reserves gradually towards £1.4bn by year-end, while accommodating the conditions of our funding settlement with Government. It should be noted this target is likely to require change control in July when the Budget is updated, to ensure the target remains aligned to it.

5 Weightings

- 5.1 The weightings in the TfL scorecard reflect the need to make progress across all roadmaps, without assigning too high a weighting to any individual measure. The Colleague, Customer and Finance roadmaps each receive weightings of 25 per cent, with the final 25 per cent distributed between the Green and Our Foundation roadmaps, in part reflecting the number of measures tracked in these areas.
- 5.2 Safety remains our number one priority, reflected by the three equally weighted measures of customer, workforce and road safety measures totalling 15 per cent of our scorecard. Financial management, delivery, and the engagement and wellbeing of our colleagues are also critical, and we are determined to support customers back on to our network in a safe way. Carbon reduction, on the Green roadmap, receives a five per cent weighting because it is more difficult to control in-year and is partly influenced by factors beyond TfL's control. Work is underway to develop a broader suite of environmental measures.
- 5.3 Within some of the roadmaps, we have identified primary and secondary measures. Primary measures are the key drivers of the outcome of each roadmap, and are allocated a 10 per cent weighting. Secondary measures tend to support the primary measures, and are allocated five per cent or 7.5 per cent depending on the number of measures under the roadmap concerned.

6 Approach to Divisional Scorecards

- 6.1 A new approach has been taken to divisional scorecards for 2022/23 to align scorecards with revised Chief Officer accountabilities in TfL's new executive structure. The London Underground, Surface and Major Projects scorecards will be replaced by an Operations scorecard and a Capital scorecard. These are being designed to align with the TfL scorecard, ensuring that our key strategic targets are influencing decision-making across business areas which focus on delivery. These scorecards will be launched from 1 April 2022.
- 6.2 The Commercial Development Scorecard is also under review to ensure that the development of TTL Properties Limited (a dedicated commercial property company within TfL) has the appropriate performance monitoring in place. This will be considered by the proposed new Land and Property Committee.
- 6.3 This will not change the principles under which remuneration is determined through TfL's Senior Manager Reward Framework. Divisional scorecards will be approved by

the Commissioner and the Chief Finance Officer.

- 6.4 From April 2022, a scorecard review will be undertaken to determine whether other Chief Officers' business units should also have scorecards, and how these should be linked to our remuneration frameworks in the future.

7 Supporting Information

- 7.1 Full details on the measures, targets and weightings can be found in Appendices 1, 2 and 3 respectively.

List of appendices to this paper:

Appendix 1: Proposed measures and rationale

Appendix 2: Proposed targets, floor targets and rationale

Appendix 3: Proposed weightings and rationale

List of Background papers:

None

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Appendix 1: Proposed measures and rationale

Measure	Metric description	Rationale for inclusion
Colleague		
Total Engagement (%)	This measures the different aspects of people's working lives to give a holistic measure of what it's like to work here and where we need to improve – engagement with work, management, change and leadership, customers, team and wider business and brand.	Total engagement is our primary measure for how content our people are in work and how committed they are to their roles, and the organisation. Total engagement is a key metric for assessing how our employment offer contributes to the success of the organisation, and the effectiveness our colleague roadmap in attracting and retaining staff.
Wellbeing index (%)	This metric helps us to understand our people's mental and emotional wellbeing. It will help us to understand how our people feel about the support they are receiving from the organisation, their managers and colleagues, how much say they have in the way they do their work, workload demands, relationships with their colleagues and how change is managed within the organisation.	If we do not continue to focus on strategies and interventions to promote physical and mental wellness, this is likely to have a detrimental impact on absence, productivity, and levels of workplace stress. Poor employee wellbeing directly impacts our ability to deliver our priorities through our people.
Inclusion index (%)	This will be the key measure of progress for diversity and inclusion in our organisation. It measures how staff feel about the inclusiveness of TfL's cultures, behaviours, line management and systems and processes. The inclusion index is based on how colleagues respond to six questions: I feel involved in decisions that affect my work; Senior managers are open and honest in their communications with me; I think it is safe to challenge the way things are done where I work; I believe my team is free from bullying and harassment and discrimination; I am confident that if I raised an issue of bullying and harassment and / or discrimination in my team it would be dealt with in an appropriate manner; I believe actions will be taken as a result of this survey.	Inclusion, alongside diversity, is a key focus for TfL, and this will continue in 2022/23. This is one of the reasons why it is crucial to focus on and monitor the progress of our work on embedding inclusive cultures, behaviours, line management and systems and processes across our organisation.
Diversity declaration rates (%)	This tracks the percentage of all employees to complete declarations for all key protected characteristics: Ethnicity, Faith Belief, Disability and Sexual Orientation. A declaration means an employee has shared with us their status for a given protected characteristic.	Our ambition is for our workforce to reflect the diversity of the city we serve. However, we first need higher declaration rates to better understand how diverse our organisation truly is, and therefore what we need to do to create equitable opportunities. While our declaration rates for ethnicity are at a satisfactorily higher level than the other classifications, there is still a percentage of our population who choose not to share this information with us. For faith belief, disability and sexual orientation, declarations are too low for us to fully understand how diverse our organisation is against these characteristics. This target sets a clear commitment that our organisation will improve our data and improve our

Measure	Metric description	Rationale for inclusion
Workforce all injuries	This measures all injuries experienced by our workforce and it excludes injuries arising from medical issues and intentional self-harm. It is displayed as an absolute number of injuries, and includes injuries to TfL employees and our contracted workforce within public transport, capital delivery and maintenance.	colleagues' trust in us with their data. Keeping our workforce safe remains our top priority, in line with our Vision Zero ambition. Because the number of deaths and serious injuries (KSIs) is low across our workforce over a short time horizon, all injuries is more appropriate as an in-year measure. The higher volume of <i>all</i> injuries as compared to KSIs makes it a more stable and therefore meaningful measure. For this year, workforce injuries on the Elizabeth Line will not be included in this measure, because we do not yet have any data on which to base a forecast for target-setting. While our MTS ambition is zero KSIs (rather than zero injuries), our analysis shows there is not a path to zero KSIs without also achieving zero injuries.
Customer		
Percentage of Londoners who agree TfL cares about its customers (%)	This is our key customer metric which tells us how customer focused we are by showing how well we are meeting our customers' expectations during every interaction with us, not just their last journey experience. It is appropriately sensitive to reflecting improvement or deteriorations in our service.	Since Customer Care has been tracked since 2012, it allows us to track our long-term direction to meet customer needs along the path to meeting our organisational goals. Being customer focused is key to driving up revenue, shifting people away from car use to public transport or active travel, and to building public support during these challenging times.
Public transport passenger journeys (millions)	The public transport passenger journey metric will measure the number of passenger journeys across our public transport network: LU, bus, London Overground, DLR, trams, and TfL Rail (and the Elizabeth Line when it begins passenger service). This is measured as an absolute number of journeys, in millions.	This will enable us to monitor the recovery of demand for our services, and therefore also our revenues from passenger service.
People killed & seriously injured on London's roads (per million journey stages)	This is an established metric and it is displayed as a risk rate (per million journey stages) to allow comparability with historic trends and to mitigate the impact of unpredictable demand levels.	Our ambition is that no one is killed or seriously injured on the transport network. This metric allows TfL to closely monitor safety levels and measure progress in making London's roads safer.
Customers all injuries (per million passenger journeys)	This is an established measure which is also displayed as a risk rate (per million passenger journeys) to mitigate the impact of unpredictable demand levels, and to make year-to-year comparisons more meaningful. It measures the rate of all injuries experienced by our customers (excluding crime related injuries, assaults, injuries arising from medical issues and intentional self-harm) per million passenger journeys. It is normalised by the number of journeys travelled across our different modes – LU, Bus, London Overground, DLR, Trams,	Keeping our customers safe remains our top priority, in line with our Vision Zero ambition.

Measure	Metric description	Rationale for inclusion
	TfL Rail, Dial-a-Ride, Sponsored services (River services, Emirates Air Line, Santander Cycle Hire) and Woolwich ferry.	
Green		
CO₂ emissions from TfL operations & building (ktonnes CO₂e)	This is a metric that we have retained on the scorecard as a demonstration of our commitment to addressing the global climate change emergency. It measures the level of emissions across the whole of our operations – burning fuel (Buses, Dial-a-Ride fleet) and our direct electricity use (our buildings, LU, Rail). LU energy and Buses emission forecasts are aligned to % service operated and revised budget operated km targets respectively.	The purpose of this is to track and show the TfL-wide decarbonisation we intend to achieve, keep us on track with our commitments, and in the long-term, encourage a carbon-conscious culture.
Finance		
Cash balance (P13 periodic average)	This is essential, to track our cash position and indicate where management action is required to keep TfL operating above minimum cash levels. This is measured as our average cash balance across Period 13 of the financial year. On the scorecard cascade, this will be tracked and targeted through adherence of operating and capital costs to the Budget.	Our cash position is key to us being sustainable during this extended period of uncertainty. It will give our external stakeholders, lenders and credit agencies confidence in our ability to live within our means and generate enough cash flow to service existing debt, and cover the cost of day to day operations. It is also crucial to track this metric to ensure our continued alignment with conditions of our current funding settlement with Government.
Opex vs budget	This is to ensure we control our operating and capital costs in line with the 2022/23 budget.	Strict management of our capital and operating expenses is an essential priority for 2022/23, as we move towards financial sustainability.
Capex vs budget		
Foundation		
Investment Programme Milestone delivery	This measure is a basket of delivery milestones, which each have an assigned delivery date within the 2022/23 financial year. This includes the most important milestones across our major projects, enhancements and renewals – London Underground, our Surface Transport modes, and Technology & Data.	This is an established scorecard measure and given the extended uncertainty, we will need to monitor it as we enter the next round of funding discussions in June. These projects play a vital role in stimulating the economy and supporting our supply chain.
Elizabeth Line: Open the central section for revenue service	The beginning of revenue-generating passenger service on the central section of the Elizabeth Line between Paddington and Abbey Wood stations.	It is critical that this milestone is delivered on time. While not the final milestone of the Crossrail Programme, it represents the most significant milestone to date, and will unlock a step-change in London's public transport system.
Barking Riverside Extension: Service operational	The commencement of operational service between Barking Riverside and Gospel Oak stations.	The Barking Riverside Extension is a major project which is due to be completed in 2022/23. It will deliver significant connectivity improvements to Barking Riverside, which is the site of the largest new housing development in East London.
% of normal LU service operated (compared to LU)	This measures the percentage of our scheduled services that we operate, compared to the LU timetable. We aim to provide the maximum service possible to reduce crowding on the LU	Delivering a reliable service is critical to supporting London's recovery and encouraging customers back onto the network.

Measure	Metric description	Rationale for inclusion
timetable) Bus customer journey times (minutes)	<p>network, as London moves out of the pandemic.</p> <p>This metric provides a measure of bus performance and the customer journey experience. It is the average bus journey time perceived by customers, weighted by demand and is described in weighted minutes, to reflect passengers' differential perception of the time taken to wait for and travel on a bus, including the experience of crowding, interchanges and (un)reliability. It will enable us to monitor the performance of our bus service from the perspective of our customers, and it will help us to understand which levers need to be influenced to improve it.</p>	<p>One of our key priorities is to encourage customers back on to our network. This metric will enable us to monitor the performance of our bus service from the perspective of our customers, giving us better insight into how to encourage customers back on to our network.</p>

Appendix 2: Proposed targets, floor targets and rationale

Measure	Target	Target rationale	Floor target	Floor target rationale
Colleague				
Total Engagement (%)	62%	This target would be a 1% point improvement on the 2021/22 engagement score. Between 2019 and 2020, Total Engagement jumped from 57% to 62%, and we have sought to maintain this momentum by retaining this high benchmark. It will be challenging to achieve this target in the context of a buoyant external labour market, ongoing change and financial uncertainty, and associated constraints on pay. However, what is more important is setting a bold intention to foster a more engaging work environment for our colleagues. Furthermore, in the context of our longer-term ambitions, the target also aligns with a linear trajectory towards our proposed 5-year Vision and Values ambition.	60%	The floor target is 1% point below the 2021/22 score. This is still significantly higher than the 57% engagement score achieved prior to the pandemic, yet it is vital that we do not accept a decline in engagement. Achieving this floor would still require the expected pressures on engagement (financial uncertainty, external labour market) to be mitigated in 2022/23.
Wellbeing index (%)	58%	This target would be a 1% point improvement on the 2021/22 wellbeing score. We are working towards this by establishing an integrated, holistic pan-TfL Health and Wellbeing programme, which is proactive and preventative. This programme focuses on running campaigns to bring about behaviour change, and is shaped by the key drivers of our peoples' wellbeing: relationships, mental and physical health, purpose, physical and system environments, and culture	56%	The floor target is 1% point below the 2021/22 score. This accounts for the ongoing uncertainties beyond our control which may adversely impact the wellbeing of our colleagues, while not accepting a significant reduction.
Inclusion index (%)	52%	This target would be a 1% point improvement on the 2021/22 inclusion score. This year we will publish our Action on Inclusion strategy, part of which sets out how we will deliver a more values-based inclusive organisation. This includes focusing on developing more inclusive leaders, fostering inclusive behaviours, and reducing barriers to more open and fair career development opportunities for our colleagues.	50%	The floor target is 1% point below the 2021/22 score. Our inclusion score has increased from 47% in 2019, and we must maintain this positive momentum by not accepting a return to the pre-pandemic benchmark.
Diversity declaration rates (%)	56%	Achieving this target requires all declaration rates of key protected characteristics to increase to the target level. More specifically, our lowest	55%	We must be ambitious in our efforts to improve declaration rates, and so we cannot accept no improvement. The floor target represents a 1%

Measure	Target	Target rationale	Floor target	Floor target rationale
		demographic (faith belief) would need to improve by 2% points, our second lowest (sexual orientation) by 0.5% points and the third lowest (disability) would need to be maintained (however this would still require some level of improvement to alter the downward trend year-on-year of 1.3%). Ethnicity is currently well above this target, and so will not be the focus of our efforts to drive up declaration rates. The current trend in declaration rates is downward, so achieving the target entails a reversal of this trend.		point increase in faith belief declarations, which is currently the characteristic with our lowest declarations at 54.38%. Declarations for other characteristics would have to at least be maintained.
Workforce all injuries	1,348*	This target represents a 5% reduction on the forecast 2021/22 injuries outcome, which is what we'd need to achieve to progress along a linear trajectory towards our Vision and Values ambition of Zero Harm by 2041. The biggest contributors to workforce injuries are slips, trips and falls; assaults; trapped hands; collisions; and cuts and abrasions. To achieve this target, we are developing pan-TfL Vision Zero, Zero Harm and SHE Culture approaches to improve the safety, health and wellbeing of colleagues. Key actions within these strategies include Body Worn Cameras and improving safety within our vehicle fleet. *Based on latest forecast, and will be updated to reflect 5% reduction on year-end outcome.	1,987*	The floor target is the average number of workforce injuries over the last 5 years, excluding 202/21, where the number of injuries was an outlier due to lower passenger volumes and service operated. This means we must at least do no worse than how we are doing today, and represents our most pessimistic forecast of workforce injuries. *Based on latest forecast, and will be updated to reflect 5% reduction on year-end outcome.
Customer				
Percentage of Londoners who agree TfL cares about its customers (%)	57%	This target aligns with the forecast end-of-year score for 21/22, and is 1% point higher than the target set for 2021/22 (56%). It accounts for continued uncertainty and the challenges we face as we recover but acknowledges our resilient performance to date. While the opening of the Elizabeth Line is expected to positively impact the score, it is likely to be negatively impacted by potential industrial action, rising fares, increased road congestion and more crowding on our network as demand continues to recover.	54%	The floor target aligns with the lowest periodic score in 2021/22, and is 1% point higher than the floor target set for 2021/22. Periodic TfL Care scores have averaged several points higher since the beginning of the pandemic, and it is possible that with the return to 'normality', the impacts of our pandemic response on customer perception may fade, with a return to the pre-pandemic benchmark.
Public transport	3,262	This target aligns directly with the demand scenarios	3,187	The floor target aligns with the most pessimistic of

Measure	Target	Target rationale	Floor target	Floor target rationale
passenger journeys (millions)		used for the 2022/23 TfL Budget. This is a precautionary scenario which assumes a slow economic recovery, a “new normal” of 65% office worker demand, a medium ‘winter suppression’ effect, a ‘slow’ recovery trajectory for demand, and that the Elizabeth Line will open in period 4. Bus demand would rise from 77% of pre-COVID demand in period 1 to 86% in period 13. LU demand would rise from 67% in period 1 to 77% in period 13.		the most recent set of demand scenarios created for 2022/23. As with the target demand scenario, this floor scenario assumes a slow economic recovery, a “new normal” of 65% office worker demand, and that the Elizabeth Line will open in period 4. It is more conservative by assuming a stronger ‘winter suppression’ effect, and a ‘very slow’ recovery trajectory for demand. Bus demand would rise from 77% of pre-COVID demand in period 1 to 85% in period 13. LU demand would rise from 67% in period 1 to 74% in period 13.
People killed & seriously injured on London’s roads (per million journey stages)	0.34*	These targets each represent a 5% reduction on the forecast 2021/22 outcomes, which is what we’d need to achieve to progress along a linear trajectory towards our MTS Vision Zero ambition by 2041. *Based on latest forecast, and will be updated to reflect 5% reduction on year-end outcome.	0.36*	The floor targets represent doing no worse than the year-end rate for 2021/22, and assume a scaling back of planned safety interventions and schemes. *Based on latest forecast, and will be updated to reflect the year-end outcome.
Customers injuries (per million passenger journeys)	2.67*		2.81*	
Green				
CO ₂ emissions from TfL operations & building (ktonnes CO ₂ e)	845	This target implies a reduction in emissions to 845 ktonnes CO ₂ e or lower, which represents an 8% reduction on the target set for 2021/22. It assumes we achieve the following delivery targets for zero emission buses: 800 ZE buses by March 2022, and 1000 by March 2023. It also assumes our bus fleet remains at its current size of 9000. The target uses the same forecast for operated train kilometres for LU as is used in the passenger journeys measure and uses a forecast carbon factor for the decarbonisation of the UK electricity grid. While the target is achievable, it would still put us behind trajectory for net zero carbon across our operations by 2030.	900	The floor target allows a contingency for uncertainties in all assumptions on which the forecast is based, including the Elizabeth line energy consumption through testing and final operational phase.
Finance				
Cash balance (P13 periodic average)	£1.4bn	To achieve this target, our cash balance must average £1.4bn across Period 13 of the 2022/23 financial year. Our cash balance over periods 1 to	+/- £100m	We must ensure we have sufficient cash flow to service our debts and cover operating costs, while also complying with conditions of the Government’s

Measure	Target	Target rationale	Floor target	Floor target rationale
		<p>12 does not impact the target outcome, but we should aim for it to follow the phasing set out in the 2022/23 Budget. This specifies a gradual build-up of our cash levels towards £1.4bn by Period 13. This cash trajectory ensures we comply with the condition of the Government's funding settlement to maintain average periodic cash reserves of no more than £1.2bn until the end of the current funding period (24th June 2022). In the context of our longer-term financial ambitions, achieving this target would move us towards the ambition set in our Vision & Values for a £2bn cash balance by 2025.</p> <p>It should be noted that the 2022/23 Budget and therefore this target will require updating in July following the conclusion of the current funding period.</p>		<p>funding settlement. The floor target condition, therefore, is that our average cash balance in Period 13 must be within the range of £100m above or below the £1.4bn target. The full weighting for this measure will therefore be achieved if our Period 13 average cash balance is between £1.3bn and £1.5bn.</p>
Opex vs budget	£7,472m	Our operating expenditure must not exceed the 2022/23 Budget.	Must be under budget	Our operating expenses can be under Budget to be on target but not over Budget.
Capex vs budget	£1,560m	Our capital expenditure must not to exceed the 2022/23 Budget and not to be more than 3 per cent below Budget. The target includes capital renewals, new capital investment, and TTLP new capital investment, and excludes Crossrail capital expenditure.	Up to 3% under budget	Our capital expenditure can be less than Budget by up to 3 per cent and still achieve the full target.
Foundation				
Investment Programme Milestone delivery	90%	This target matches the 2021/22 target, and from historical performance is an appropriate benchmark for this measure. It is challenging to achieve, but reflects the priority that the majority of our investment milestones must be delivered on time.	75%	The floor target matches the floor from 2021/22, which was increased from 2020 by 5%. Each individual milestone has a 90 sliding scale, where the weighting awarded against each is proportionately reduced until 90 days after the stated milestone date, after which no weighting is awarded.
Elizabeth Line: Open the central section for revenue service	30 June 2022	This target aligns with the public commitment that the central section will begin revenue service in the first half of 2022.	30 June 2022	The central section of the Elizabeth Line cannot begin passenger service later than the publically stated date.
Barking Riverside Extension: Service	31 July 2022	This target has a float provision of 17 days from the current forecast date of 14th July, and accounts for	25 August	The floor target date has a float provision of 42 days from the current forecast date of 14th July.

Measure	Target	Target rationale	Floor target	Floor target rationale
operational		the known challenges to achieving revenue service.	2022	The limited time between the target and floor target reflects the current understanding of project risk.
% of normal LU service operated (compared to LU timetable)	90%	The target provides a stretch against 2021/22 performance, by assuming an underlying improvement in train operator absence, which is based on lower pandemic related absences and our new attendance policy to support management teams. The target assumes there will be no adverse impacts to asset performance as demand levels increase.	88.5%	The floor target maintains our current performance trend, accounting for the risk that ongoing pandemic factors may hinder improvements in absence levels, and therefore restrict any improvement in the % of our service that we operate.
Bus customer journey times (minutes)	33.5	The target is equal to the target for 2019/20 and 1.7% higher than the target for 2021/22, and reflects the latest forecasts for demand, operated bus kilometres, speeds and reliability. The forecast increase is driven by the planned reduction in scheduled bus kilometres, the trend of passengers taking longer journeys, and forecast increases in road traffic volumes and passenger demand as London's pandemic recovery continues. Recovering demand will increase crowded travel time, reduce bus speeds, and increase Excess Wait Time, causing reliability to drop. The 7% increase in journey length (between 2019/20 P09 and 2021/22 P09) will increase in-vehicle time, crowded time and in-vehicle buffer time. With the pandemic's impact on travel patterns now less pronounced, the pre-pandemic benchmark for this measure is now more relevant, making this target a stretching yet achievable outcome.	34.0	The floor target assumes a further 1% reduction in scheduled bus km, a 5% higher than forecast bus demand recovery and a 2% higher road traffic recovery than is assumed for the standard target. The floor target is 1.5% higher than the standard target for 2022/23.

Appendix 3: Proposed weightings and rationale

Roadmap	Metric	2022/23 weighting	Rationale
Colleague	Total engagement (%)	10%	Total engagement primary measure - 10% allocated, wellbeing index and workforce all injuries at 5% and Inclusion index and diversity declaration rates at 2.5% each as they jointly measure inclusion.
	Wellbeing Index (%)	5%	
	Inclusion Index (%)	2.5%	
	Diversity declaration rates (%)	2.5%	
	Workforce all injuries	5%	
Customer	% Londoners who agree we care about our customers	10%	TfL Care receives 10% as the primary measure for this roadmap. Other measures receive 5% as secondary measures. All safety measures receive an equal 5% weighting, as they are all priorities, without one being more important than another.
	Public transport passenger journeys (millions)	5%	
	People killed & seriously injured on London's roads (per million journey stages)	5%	
	Customer injuries (per million passenger journeys)	5%	
Green	CO ₂ emissions from TfL operations & building (ktonnes CO ₂ e)	5%	Carbon emissions measure is the only measure under the Green roadmap. The 5% weighting balances the fact that it is an important priority against the difficulty of influencing the outcome with in-year decisions.
Finance	Cash balance (P13 periodic average)	10%	Cash balance (P13 periodic average) receives 10% as a primary measure, with OPEX and CAPEX measures receiving 7.5% each as secondary measures, ensuring the finance roadmap covers 25% of the scorecard.
	OPEX vs budget	7.5%	
	CAPEX vs budget	7.5%	
Foundation	Investment programme milestone delivery	5%	On time delivery of our capital programme milestones, and operating a reliable service as equally high priorities. Both therefore receive combined weightings of 10%. As reliability is divided into two measures, they each receive a 5% weighting to reflect this. As significant public-facing milestones that must be delivered on time, the Elizabeth Line and Barking Riverside Extension milestones each receive 2.5%, with the overall investment programme receiving 5%.
	Elizabeth Line: Open the central section for revenue service	2.5%	
	Barking Riverside Extension: Service operational	2.5%	
	% LU service operated	5%	
	Bus Journey time (minutes)	5%	