

**TfL Audit & Assurance  
Committee  
Performance Metrics  
Quarter 4, 2021/22  
Appendix I  
6 June 2022**



# Audit Committee performance metrics to Q4, 2021/22

Total operating income: £366m lower than the Revised Budget. Full year passenger income is £3,154m, which is almost double that of last year, but £324m below Budget. Journeys and income were both lower than budget, a result of a much slower return to the workplace than expected and from the impacts of Omicron in December 2021.

Operating costs are £453m less than budget due to efficiencies, lower staff costs – where we have faced labour market challenges in recruitment, with staff levels still down compared to pre-pandemic levels – lower Elizabeth line running costs, the release of contingencies held to mitigate uncertainties - including ULEZ income - as well as timing of provisions.

Total capital expenditure (excluding Crossrail): £366m lower than Budget, largely a result of project slippage and deferrals, partly driven from the short term and stop-start nature of the current funding agreements.

## Forecasting Accuracy

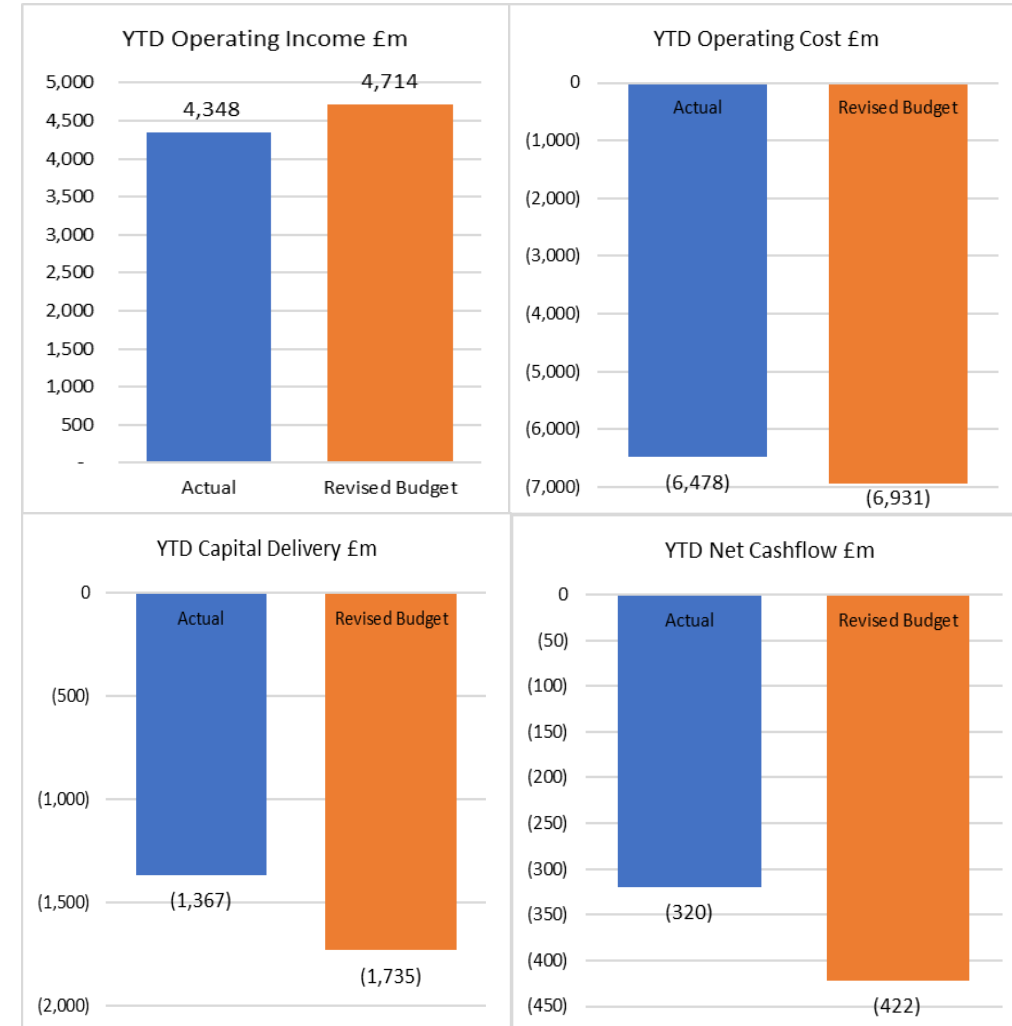
Variances: higher / (lower)

### Quarterly Forecasting Accuracy\*

£m	Q1 2022	Q2 2022	Q3 2022	Q4 2022
<b>Operating Income</b>	800	899	1,169	1,480
Variance to reported Budget	196	(101)	(70)	(194)
<b>Operating Cost</b>	(1,487)	(1,494)	(1,481)	(2,016)
Variance to reported Budget	71	(7)	80	(321)
<b>Capital Delivery**</b>	(271)	(288)	(288)	(522)
Variance to reported Budget	191	(16)	71	(49)
<b>Net Cashflow</b>	42	74	(115)	(321)
Variance to reported Budget	(163)	59	56	(12)

### YTD Forecasting Accuracy - Q4 2021/22

£m	YTD
<b>Operating Income</b>	
Actual	4,348
Revised Budget	4,714
<b>Operating Cost</b>	
Actual	(6,478)
Revised Budget	(6,931)
<b>Capital Delivery</b>	
Actual	(1,367)
Revised Budget	(1,735)
<b>Net Cashflow</b>	
Actual	(320)
Revised Budget	(422)



\*Reporting is against the March TfL Budget for Q1 2022 and the 2021/22 Revised Budget for Q2-Q4 2022

\*\* Total TfL capital expenditure excludes amounts relating to Crossrail

# Audit Committee performance metrics to Q4, 21/22

Value of open items > 30 days on the bank reconciliation has decreased to £240k. Overall open items in Q4 with the items less than 30 days open standing at £31.0m. This value includes an Outgoing BACS payment for £36.5m for buses which automatically closes after two days.

The volume of manual postings remains consistent at present fluctuating around 20%.

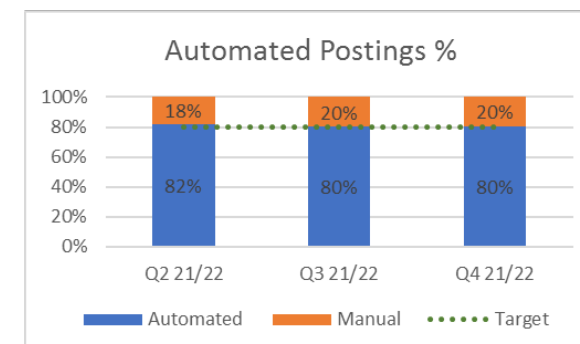
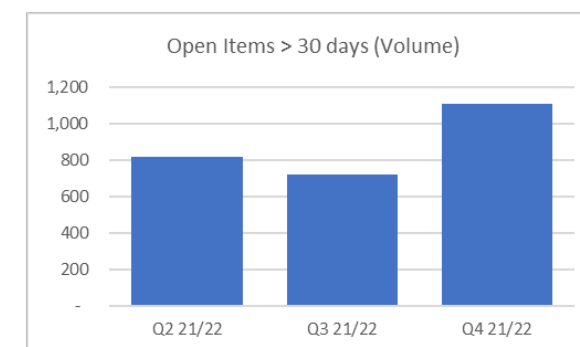
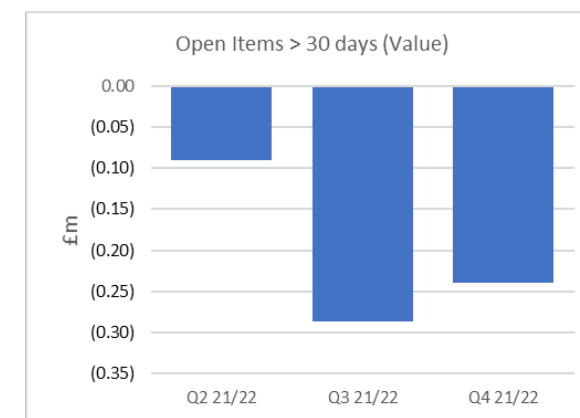
Therefore, for Q4 the KPI target of 80% for automated postings has been met. The target line has now been added in.

Finance/BSF will continue to review manual postings to seek further automation opportunities.

## Processing payments

### Quarterly Figures

£m	Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22
Open Items < 30 days (£m Value)	(11.8)	(11.0)	(2.1)	(31.0)
Open Items > 30 days (£m Value)	0.06	(0.09)	(0.29)	(0.24)
Open Items < 30 days (Volume)	871	1,816	1,600	1,227
Open Items > 30 days (Volume)	1,263	817	722	1,110
<b>Automated Postings %</b>				
Automated	8,927	9,280	9,834	12,690
Manual	1,831	1,652	1,965	2,499
Automated	79%	82%	80%	80%
Manual	21%	18%	20%	20%



# Audit Committee performance metrics to Q4, 21/22

There continues to be some variances period on period with the KPIs. These are highlighted below:

### Benefits Delivery:

- Floor of £50m in benefits and target of £85m has been set for P&C for FY22/23

### Retrospective PO by Value and Volume:

- Spike in PI 2 mainly due to £24m payment to EDF. FCOG completed in timely manner but delays in PO creation caused by Head of Finance for Network Operations leaving TfL at short notice.

- Monitoring and behaviour change initiative continues with the PSCIP programme deploying new tools (Ariba) and processes over the next FY

### Direct Awards by Value and Volume:

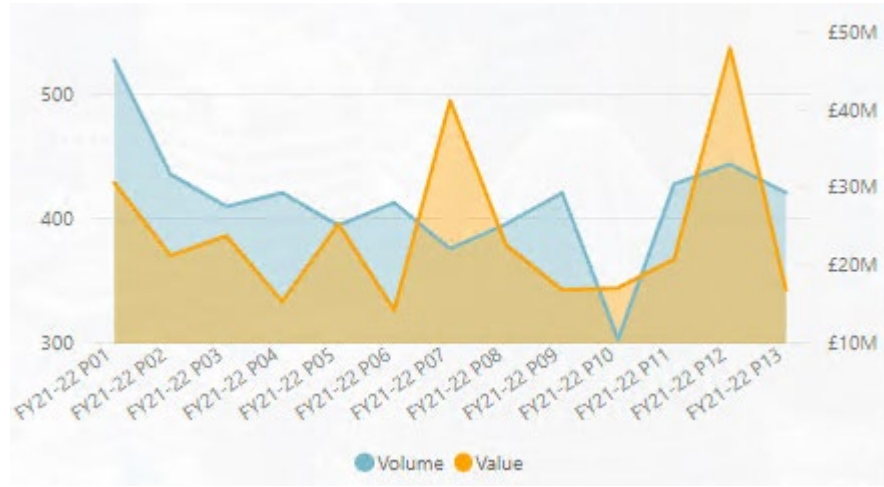
- Direct award volume & value returned to usual level after a number of high value Track Labour Direct Awards in Q3

### Spend Under Contract:

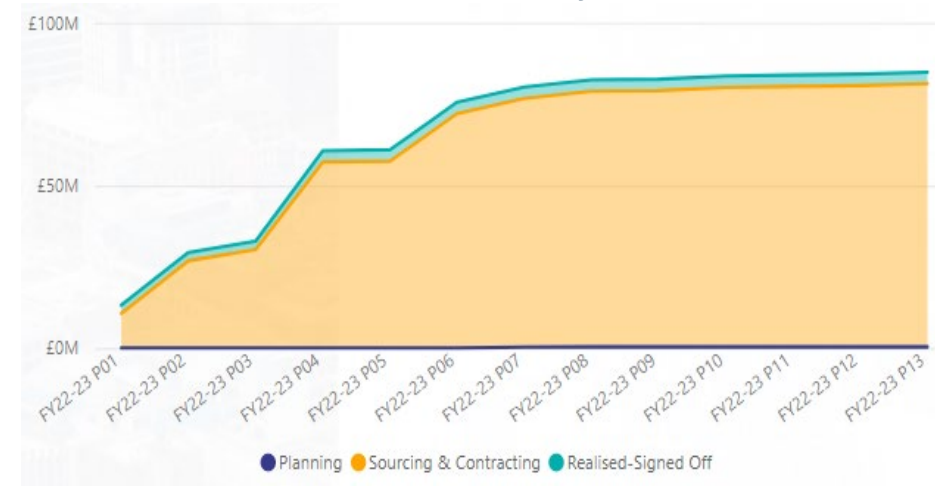
- Contract register data quality issues which are being resolved. Quality of data will improve with implementation of Ariba

## Procurement activity

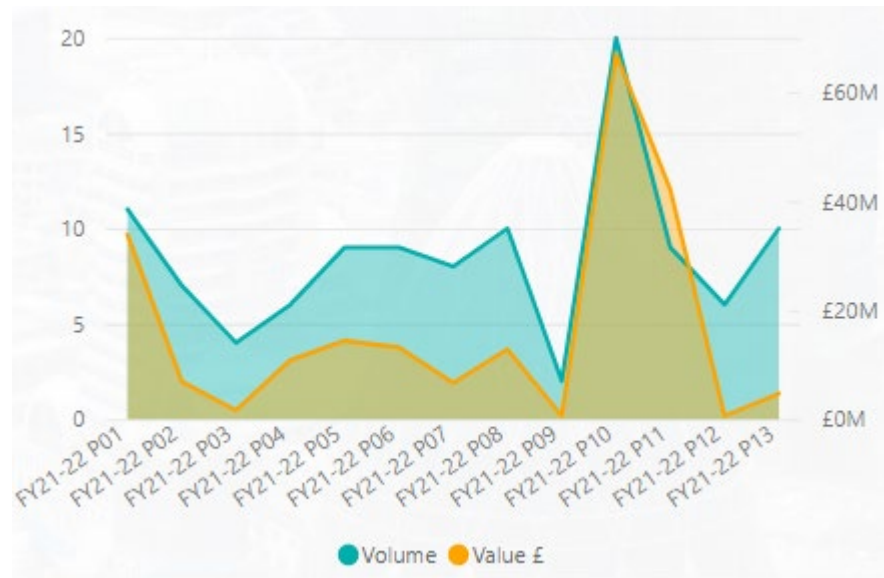
### Retrospective PO Spend



### Benefit Delivery



### Direct Awards



### Spend Under Contract

