
This paper will be published with the next agenda

1 Summary

- 1.1 On 6 March 2024, the TfL Board approved the 2024/25 TfL Scorecard subject to:
 - (a) the approval of the TfL Budget due to be considered by the Finance Committee at its meeting on 13 March 2024 under authority delegated by the Board; and
 - (b) finalisation of the safety and security, and colleague targets, and authorised the Deputy Chair to approve any changes to the final safety and security, and colleague targets as drafted, in consultation with available Members.
- 1.2 The first condition was met on 13 March 2024, when the Finance Committee approved the 2024/25 TfL Budget, with no additional conditions raised in respect of the approval of the finance measures for the 2024/25 TfL Scorecard.
- 1.3 This paper sets out details to meet the second part of the approval set by the Board on 6 March 2024, namely the finalisation of the 2024/25 TfL Scorecard safety and security, and colleague targets which were dependent upon the 2023/24 outturn performance figures.
- 1.4 Members of the Board are asked to consider the proposals and provide Seb Dance, as Deputy Chair of the Board, with their views on or before 10am on Monday 3 June 2024. The contents of this paper and the exercise of delegated authority will be reported to the next meeting of the Board.
- 1.5 A summary of the final 2024/25 TfL Scorecard is also provided. This includes confirmation of the final targets for the finance measures (as approved at the meeting of the Finance Committee on 13 March 2024).

2 Recommendation

- 2.1 **The Deputy Chair, in consultation with available Members, is asked to note the paper and approve the final 2024/25 TfL Scorecard targets for the:**
 - (a) **Roads, Killed or Seriously Injured (absolutes) measure;**
 - (b) **Customer, Killed or Seriously Injured (absolutes) measure;**
 - (c) **Colleagues, Killed or Seriously Injured (absolutes) measure;**
 - (d) **Attendance measure; and**
 - (e) **Senior Leader Representation measure (all five sub-categories).**

3 2024/25 TfL Scorecard – updated safety measures

- 3.1 The 2024/25 TfL Scorecard paper, considered by the Board at its meeting on 6 March 2024, included provisional 2024/25 TfL Scorecard targets and rationale for three safety measures – Roads, Killed or Seriously Injured (absolutes); Customer, Killed or

Seriously Injured (absolutes); and Colleague, Killed or Seriously Injured (absolutes).

- 3.2 The recommended final 2024/25 TfL Scorecard targets for these measures are outlined below.

Roads, Killed or Seriously Injured (absolutes)

- 3.3 The provisional Roads, Killed or Seriously Injured target was 3,671 incidents (with a floor target of 3,893).
- 3.4 It is recommended that the provisional target of 3,671 incidents is confirmed for the 2024/25 TfL Scorecard. The target rationale used a straight-line trajectory from Period 10 end of year 2023/24 forecast position that reaches zero incidents by 2041 and is approximately 25 per cent below the 2010-14 baseline. It is not proposed to update the 2024/25 target using a new trajectory based on 2023/24 end of year actuals as there can be a significant delay in reporting of road incidents by several periods and any potential difference in data compared to Period 10 of 2023/24 is unlikely to have a material impact on the proposed target level.
- 3.5 The proposed floor target of 3,893 also remains valid, which is the forecast average number of incidents over the last three years.

Customer, Killed or Seriously Injured (absolutes)

- 3.6 The provisional Customer, Killed or Seriously Injured target was 194 incidents (with a floor target of 206).
- 3.7 It is recommended that the provisional target of 194 incidents is confirmed for the 2024/25 TfL Scorecard. The target rationale remains true, which is a straight-line trajectory to a 100 per cent per cent reduction in incidents by 2041 compared to the 2022/23 baseline.
- 3.8 The proposed floor target of 206 also remains valid, which is the forecast average number of incidents over the last three years.

Colleague, Killed or Seriously Injured (absolutes)

- 3.9 The provisional Colleague, Killed or Seriously Injured target was 19 incidents (with a floor target of 21).
- 3.10 The 2023/24 end of year position was better than expected, with 18 incidents versus an expected level of 19. To demonstrate our commitment to continuous improvement in colleague safety, it is recommended that we amend the 2024/25 target from 19 incidents to 17 (one incident lower than our 2023/24 performance level).
- 3.11 It is recommended to keep the floor target at 21 incidents. This is slightly higher than the end of year performance of 19 incidents but provides a reasonable range of expected performance levels for this measure due to the extremely low number of incidents per year.

4 2024/25 TfL Scorecard – updated colleague measures

- 4.1 The 2024/25 TfL Scorecard paper, considered by the Board at its meeting on 6 March 2024, included provisional 2024/25 TfL Scorecard targets and rationale for our Attendance and Senior Leader Representation measures.

- 4.2 The Senior Leader Representation measure has five sub-categories, all of which have their own specific targets: (i) Representation – Women; (ii) Representation – Black, Asian and Minority Ethnic; (iii) Representation – Disability; (iv) Representation – Minority Faith/Belief; and (v) Representation – Lesbian, Gay and Bisexual (LGB).

Attendance

- 4.3 The provisional floor target for Attendance of 93.75 per cent was subject to the end of year performance. As Attendance ended the year at 93.86 per cent, it is recommended that the floor target is adjusted upwards to this level.

Senior Leader Representation – Women

- 4.4 The provisional target for the Senior Leader Representation – Women measure was 35.3 per cent (with a floor target of 34.5 per cent). The target was based on our year two trajectory to halve the gap between the 2022/23 position and being representative of Economically Active Londoners by 2030. The floor was based on our forecast end of year position in Period 10 of 2023/24.
- 4.5 The 2023/24 end of year performance (34 per cent) confirms that the proposed target of 35.3 per cent remains valid. It is recommended that the floor target is updated to 34 per cent to reflect the end of year performance.

Senior Leader Representation – Black, Asian and Minority Ethnic

- 4.6 The provisional target for the Representation – Black, Asian and Minority Ethnic measure was 19.8 per cent (with a floor target of 19.2 per cent). The target was based on our year two trajectory to halve the gap between the 2022/23 position and being representative of Economically Active Londoners by 2030. The floor was based on our forecast end of year position in period 10 of 2023/24.
- 4.7 We are recommending that the target is uplifted to 20.4 per cent for 2024/25. This is because our 2023/24 end of year performance was better than expected at 20 per cent. This represents the halfway point between our year two and year three trajectories and provides a challenging target to aim for over a one-year period.
- 4.8 The proposed floor target of 19.2 per cent remains suitable as it maintains the 1.2 per cent gap between floor and target from previous years.

Senior Leader Representation – Disability

- 4.9 The provisional target for the Representation – Disability was 6.45 per cent (with a floor target of 5.8 per cent). The target was to maintain the 2023/24 target as the Period 10 forecast showed we would miss the target. The floor was based on our forecast end of year position in Period 10 of 2023/24.
- 4.10 As we met our 2023/24 target, we are recommending that the target is uplifted to 6.9 per cent for 2024/25 to provide a more suitable challenge for this characteristic in line with our trajectory to our 2030 ambitions.
- 4.11 The proposed floor target of 5.8 per cent remains suitable as it provides suitable range, compared to using end of year actual.

Senior Leader Representation – Minority Faith/Belief

- 4.12 The provisional target for the Senior Leader Representation – Minority Faith/Belief was 13.1 per cent (with a floor target of 12.2 per cent). The target was based on our

year two trajectory to halve the gap between the 2022/23 position and being representative of Economically Active Londoners by 2030. The floor was based on our forecast end of year position in Period 10 of 2023/24.

- 4.13 The 2023/24 end of year performance of 12.6 per cent confirms that the proposed target of 13.1 per cent remains valid. It is however recommended to increase the floor target from 12.2 per cent to 12.6 per cent (to match the 2023/24 actual end of year position).

Senior Leader Representation – Lesbian, Gay and Bisexual

- 4.14 The provisional target for the Representation – Lesbian, Gay and Bisexual was 5.8 per cent to maintain current performance (with a floor target of 5.5 per cent which is the rate of Economically Active Londoners).
- 4.15 We are recommending that the target is uplifted to 6.1 per cent for 2024/25 to match the final 2023/24 end of year position.
- 4.16 The proposed floor target of 5.5 per cent remains suitable as this is representative of Economically Active Londoners.

5 2024/25 TfL Scorecard – confirmed Finance targets

- 5.1 The 2024/25 TfL Budget was approved by the Finance Committee on 13 March 2024, thus confirming the specific targets for our three finance measures – Total income versus budget, Recurring Operational Expenditure (Opex) Savings; and Capital Renewals.
- 5.2 The Total income versus budget target is confirmed as £9,467.m (with a floor target of £9,323m).
- 5.3 The Recurring Opex Savings target is confirmed as £126m (with a floor target of £81m).
- 5.4 The Capex Renewals target is confirmed as £795m (with a floor target range between £779m and £811m).

6 Final 2024/25 TfL Scorecard

- 6.1 The table below sets out a revised version of the 2024/25 TfL Scorecard based on: (i) the approved position as at the meeting of the Board on 6 March 2024; and (ii) recommendations made in this paper for the Road, Killed and Seriously Injured, Customer Killed and Seriously Injured, Colleague Killed and Seriously Injured, Attendance and Senior Leader Representation measures.
- 6.2 Any material changes to the scorecard beyond this position during the financial year will be managed through the change control process approved by the Board on 6 March 2024:
- (a) for the TfL Scorecard, the Board will review and approve any changes; and
 - (b) for divisional scorecards, the Commissioner and Executive Committee will review and approve any changes.

2024/25 TfL Scorecard

2024/25 metrics	Target	Floor Target	Weight
Safety & Security			
Roads, Killed or Seriously Injured (absolutes)	3,671	3,893	6.67%
Customer, Killed or Seriously Injured (absolutes)	194	206	6.67%
Colleague*, Killed or Seriously Injured (absolutes)	17	21	6.67%
Workplace Violence & Aggression (all incidents)	Shadow measure not targeted		0%
Colleague			
Total Engagement	+2% on 23/24	Maintain 23/24	7.5%
Attendance	94.25%	93.86%	5%
Senior Leader Representation			
• Women	35.3%	34.0%	7.5%
• Black, Asian and Minority Ethnic	20.4%	19.2%	
• Have a disability	6.9%	5.8%	
• Minority faith/belief	13.1%	12.6%	
• LGB	6.1%	5.5%	
Customer			
% of Londoners who agree we care about our customers	56%	54%	5%
Investment programme milestone delivery	90%	75%	6%
Customer Journey Time:			
• LU	26.6 mins	28.5 mins	9%
• Bus	34.1 mins	35.5 mins	
• Rail (Elizabeth Line, Trams, DLR, London Overground)	27.1 mins	28.0 mins	
Green			
CO ₂ emissions from TfL operations & buildings	773 (ktonnes CO ₂ e)	812 (ktonnes CO ₂ e)	6.67%
Sustainable Urban Drainage (SuDs) delivery	9,000m ²	5,000m ²	6.67%
Green Milestone delivery	90%	70%	6.67%

Finance

Total income vs budget	£9,467m	£9,323m	6.67%
Recurring opex savings	£126m	£81m	6.67%
Capex renewals	£795m	£779m to £811m	6.67%

*Colleague also includes contractors as well as TfL staff

List of appendices to this paper:

None

List of Background papers:

Paper submitted to the meeting of the Board held on 6 March 2024 – 2024/25 TfL Scorecard

Paper submitted to the meeting of the Finance Committee held on 13 March 2024 – 2024/25 TfL Budget

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