

**This paper will be considered in public**

**1 Summary**

- 1.1 The 2017/18 TfL scorecard is currently being developed. This paper provides an update on progress ahead of metrics and targets being developed before the start of the new financial year. The scorecard will be presented to the 29 March 2017 meeting of the Board for approval.

**2 Recommendation**

- 2.1 **The Committee is asked to note the paper.**

**3 Background**

- 3.1 The TfL scorecard is one of the key tools for ensuring that the Business Plan, approved by the Board in December 2016, is achieved. The scorecard will focus on the critical success factors for the year ahead; keeping the organisation on track to deliver the plans and providing an objective method of measuring the success.
- 3.2 The new scorecard will be used prominently inside TfL to drive business performance. It will be discussed periodically by senior staff and there will be clear line of sight and cascade to other scorecards, reporting and individuals' objectives. It will also have greater visibility at the Board level, predominantly via the Finance Committee.
- 3.3 The scorecard is primarily a performance tool. How staff are remunerated against this performance will be discussed and approved by the Remuneration Committee.

**4 Priorities for the Scorecard to Measure**

- 4.1 The table on the next page sets out the proposed key areas which the scorecard will measure. These have been derived by reviewing the major outcomes required over the five years of the Business Plan, before considering the near-term priorities for delivering this in the next one to two years.
- 4.2 The scorecard will be balanced against the four areas (Financial, Customer, Operations, People), with each area receiving a 25 per cent weighting.
- 4.3 The table shows only the qualitative areas which will be measured. The precise metrics against each of these, as well as the targets and individual weightings, will be developed during February and March 2017.

<b>Financial</b>	<b>25%</b>	<b>Customer</b>	<b>25%</b>
1. Net operating surplus 2. Property / commercial income		8. TfL cares about its customers 9. Mode share (public transport, walking, cycling) 10. NO <sub>x</sub> emissions (road transport) 11. Facilitating delivery of more housing	
<b>Operations</b>	<b>25%</b>	<b>People</b>	<b>25%</b>
3. Operational service delivery 4. Key investment milestone delivery 5. Public transport capacity 6. Reducing customer & staff injuries 7. Reducing road KSIs (killed & seriously injured)		12. Transformation delivery 13. Workforce Diversity 14. Total Engagement	

**Table 1: Areas to measure on 2017/18 TfL scorecard**

## 5 Timeline for Scorecard Approval

5.1 The scorecard will be prepared to launch alongside the Budget for the new financial year.

**8 February 2017** Priorities to measure on the scorecard noted at the Board  
**February – March 2017** Specific metrics and targets developed by TfL  
**29 March 2017** Scorecard and targets to be approved by the Board

5.2 Throughout this process, members of the Board will be engaged to contribute to the development of the scorecard.

### List of appendices to this report:

None

### List of Background Papers:

None

Contact Officer: Gareth Powell, Director of Strategy & Contracted Services  
Number: 020 3054 8196  
Email: [GarethPowell@tfl.gov.uk](mailto:GarethPowell@tfl.gov.uk)

Contact Officer: Ian Nunn, Chief Finance Officer  
Number: 020 3054 8941  
Email: [IanNunn@tfl.gov.uk](mailto:IanNunn@tfl.gov.uk)