

Agenda

Meeting: Customer, Sustainability and Operations Panel

Date: Thursday 28 November 2024

Time: 13:00

Place: Trustee Meeting Room, 8th Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ

Members

Marie Pye (Chair)
Sara Turnbull (Vice-Chair)
Councillor Ross Garrod
Tanya Joseph

Arthur Kay
Keith Richards OBE
Omid Shiraji

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Zoe Manzoor, Secretariat Officer; Email: [v ZoeManzoor@tfl.gov.uk](mailto:ZoeManzoor@tfl.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Andrea Clarke, General Counsel
Wednesday 20 November 2024

Agenda
Customer, Sustainability and Operations Panel
Thursday 28 November 2024

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

Head of Secretariat

Members are reminded that any interests in any matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Customer Sustainability and Operations Panel held on 2 October 2024 (Pages 1 - 6)

Head of Secretariat

The Panel is asked to approve the minutes of the meeting of the Panel held on 2 October 2024 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 7 - 16)

Head of Secretariat

The Panel is asked to note the updated actions list.

5 TfL Corporate Environment Plan - Operations (Pages 17 - 26)

Chief Operating Officer

The Panel is asked to note the paper.

6 Assisted Transport Services Update (Pages 27 - 36)

Chief Operating Officer

The Panel is asked to note the paper.

- 7 TfL Action to Identify and Manage Physical Climate Risks**
(Pages 37 - 40)
- Chief Safety, Health and Environment Officer
- The Panel is asked to note the paper.**
- 8 Customer, Sustainability and Operations Report - Quarter 2 2024/25** (Pages 41 - 90)
- Chief Customer and Strategy Officer, Chief Operating Officer and Chief Safety, Health and Environment Officer
- The Panel is asked to note the paper.**
- 9 Risk and Assurance Report Quarter 2 2024/25** (Pages 91 - 96)
- Director of Risk and Assurance
- The Panel is asked to note paper and the exempt supplementary information on Part 2 of the agenda.**
- 10 Members' Suggestions for Future Discussion Items** (Pages 97 - 100)
- Head of Secretariat
- The Panel is asked to note the forward plan and is invited to raise any suggestions for future discussion items.**
- 11 Any Other Business the Chair Considers Urgent**
- The Chair will state the reason for urgency of any item taken.**
- 12 Date of Next Meeting**
- Thursday 13 March 2025 at 10.30am

13 Exclusion of Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 3 and 7 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

14 Risk and Assurance Report Quarter 2 2024/25 (Pages 101 - 102)

Exempt supplementary information relating to the item on Part 1 of the agenda.

Transport for London

Minutes of the Customer, Sustainability and Operations Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10:30am, Wednesday 2 October 2024**

Members

Marie Pye (Chair)
Sara Turnbull (Vice Chair)
Councillor Ross Garrod
Tanya Joseph
Omid Shiraji (via Teams)

Executive Committee

Claire Mann	Chief Operating Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Alex Williams	Chief Customer and Strategy Officer (until Minute 06/10/24)

Staff

Mark Evers	Chief Customer Officer
Laura Fenimore	Senior Sustainability Manager, Corporate Management
Claire Lefort	Legal Manager
Oliver Gearing	Finance Director - Operations
Shamus Kenny	Head of Secretariat
Zoe Manzoor	Secretariat Officer
Mike Shirbon	Head of Quality, Safety and Security Assurance

Also in attendance

Ryan Hall	TfL Youth Panel Main Representative
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01/10/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Arthur Kay and Keith Richards OBE. Omid Shiraji attended the meeting via Teams and was able to participate in the discussion but did not count towards the quorum. The meeting was quorate.

Alex Williams had indicated that he would need to leave the meeting at 12:00pm.

The Chair welcomed everyone to the first meeting of the new Panel, in particular the new Members of the Board. The meeting was broadcast live to TfL's YouTube channel, to ensure the public and the press could observe the proceedings.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

02/10/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no interests to declare that related specifically to items on the agenda.

03/10/24 Minutes of the Meetings of the Customer Service and Operational Performance Panel held on 5 March 2024 and 10 July 2024

The Panel noted that the minutes from the meeting of the former Customer Service and Operational Performance Panel held on 5 March 2024 were reviewed by that Panel on 10 July 2024 but were not approved as that meeting was not quorate. The Panel was therefore asked to approve the minutes of both previous meetings of the former Panel.

The minutes of the meeting of the Customer Service and Operational Performance Panel held on 5 March 2024 and 10 July 2024 were approved as a correct record, and the Chair was authorised to sign them.

04/10/24 Matters Arising and Actions List

Shamus Kenny introduced the item, which set out progress against actions agreed at previous meetings of the Customer Service and Operational Performance Panel.

It was noted that Enterprise Risk 3 - Environment Including Climate Adaptation would now be considered by the Finance Committee.

The Panel noted the updated Actions List.

05/10/24 Equity in Motion

Alex Williams introduced the paper, providing the first progress report on the delivery of the Equity in Motion (EiM) programme. EiM, launched in February 2024, was TfL's first inclusive transport strategy, including over 80 actions, to create a fairer, more accessible and inclusive transport network. The EiM comprised four pillars: creating an equitable customer experience, protecting and enhancing connectivity, keeping travel affordable and reducing health inequalities. The EiM programme had been circulated to Members.

Mark Evers presented the detailed update. He thanked the previous Customer Service and Operational Performance Panel for its contribution to the development of the EiM. The document complemented TfL's other plans, including its Action on Inclusion strategy, to create better outcomes for customers and the teams worked closely across TfL to align work.

It was reported that 58 per cent of actions scheduled for delivery in 2024 were on track or had already been completed. Actions delivered included new fare concessions for care leavers, direct step-free access to the Bakerloo line at Paddington station, and the roll-out of mini-ramps on the London Underground. Work was also ongoing on improving staff training including providing an e-learning tool for staff. Upcoming actions

included establishing an inclusive design centre. Monitoring progress against the targets would remain a priority.

The Chair welcomed the document and felt it had the potential to deliver significant change. It was confirmed that there was close engagement with stakeholders and London boroughs, and with the Mayor's Cycling and Walking Commissioner on encouraging cycling and active travel. Good progress continued to be made on delivering TfL's Cycling Action Plan 2. The plan was aimed at removing barriers to diversify cycling to ensure it was assessable to all. TfL also used social media to promote and provide information on cycling. Officers expressed an interest in working with partners such as London Sport and Sport England on cycling initiatives.

A Member discussed the progress with improving the external setting of stations to improve access, particularly in outer London. The Panel also discussed the further opportunities to install features such as lifts at particular stations, such as along the southern end of the Northern line. Delivering the step-free access programme remained a key priority for TfL, along with other adaptations to promote inclusivity, such as progress with applying inclusive design outside of stations and improvements to interchanges. TfL remained on track to deliver key targets in the Mayor's Transport Strategy on reducing journey times. Members welcomed this work. Officers would provide the Panel with a briefing on accessibility including step-free access and inclusive design outside stations. **[Action: Alex Williams]**

Ryan Hall asked questions on behalf of the Youth Panel. In response, it was noted that TfL was working with stakeholders on the concession application process and would welcome the Youth Panel's engagement in the process. Panel Members would be kept updated on the recovery plans for the application process, following the cyber incident in future updates.

The Panel looked forward to receiving the measurement framework to determine the impact of the EiM. A Member also sought assurances on the intended approach to agreeing priorities for investment in view of the funding constraints and how investment would be targeted in the areas that would have the most impact. Good progress had continued to be made by the team in identifying priorities. Work was under way to embed the EiM in TfL's Business Plan to support Budget submissions. The planned activities would be continually monitored, and the Panel would be kept up to date with any changes to the priorities, including the rationale.

The Panel noted the paper.

06/10/24 Deep-dive on TfL's "Care Score"

Alex Williams introduced the item and Mark Evers presented the paper, which provided an overview of the current performance of TfL against its Care metric, which focussed on experience, value, progress and innovation, and listening and responding to feedback. This was the primary customer metric on the TfL Scorecard.

The team measured performance using a representative online survey of users and non-users of TfL services. There were 1,027 respondents. In addition to this, the team had also held focus groups and provided opportunities to participate through non digital means. Members discussed the work being undertaken to gain a greater insight into the views of non-TfL customers or those customers only using the services for part of their

journeys. Work was underway to gain a better understanding of some of the potential drivers for these decisions and on improving the interchange experience to increase use of TfL services for end-to-end journeys.

Performance against the Care score had been improving, with the year-to-date “agree” score at 58 per cent, two points above the TfL Scorecard target. This average trend however masked key differences in the Care scores for different customer groups. Overall the findings provided a rich source of data on customer insights and helped shape other work such as Equity in Motion.

The results from the survey were used in conjunction with other customer insight information such as mystery shopping feedback to identify trends and inform day to day decisions. The evidence suggested that there were strong links between the Care score, ridership levels and revenue, and that positive care scores may also help with gaining stakeholder support for bids for Government funding. The Care score formed part of a broader suite of measures to evaluate customer services.

TfL engaged in benchmarking with other complex transport systems and looked at net-promotor scores, which measured customer loyalty and satisfaction with a company's products or services. Officers would provide details of the benchmarking information in the next update to the Panel. At the request of a Member, the updates would include details of the approach to measuring the customer satisfaction levels for non-London residents and a disaggregated breakdown of the different demographic groups of customers of the network would also be provided to the Panel. **[Action: Mark Evers]**

Ryan Hall asked questions on behalf of the Youth Panel. It was confirmed that for the purpose of the Care score, TfL defined non-users as customers who had previously used services but not recently.

The Panel noted the paper.

There was a short adjournment between 11:45am and 11.52am.

07/10/24 Customer, Sustainability and Operations Report - Quarter 1, 2024/25

Claire Mann and Lilli Matson presented the update on TfL’s customer, sustainability and operations for Quarter 1 of 2024/25 (1 April to 22 June 2024).

Following the changes to the remit of the Board’s Committees and Panels, the Panel considered the Quarter 1, 2024/25 Customer Service and Operational Performance Report and a summary of the environmental sustainability highlights from the Quarter 1, 2024/25 Safety, Health and Environment Report. These elements would be combined for future reports.

On sustainability, the Panel noted details of the ongoing work and progress in key areas including the provision of zero-emission buses and building decarbonisation. It was noted that when identifying priorities, the team focused on delivering investments that would maximise returns, and also took into account the replicability of materials across the assets to maximise benefits. The Panel also discussed TfL’s approach to driving innovation in sustainability and to measuring the impact on customer experience and

ridership from new stock. Further consideration would be given to how the Panel could best support and promote work on holistic sustainability at TfL.

An update was provided on progress with meeting the targets for doubling wildflower verges, from 130,000 square metres in 2023 to 260,000 square metres, which equated to 13 per cent of the total amount of square verges. TfL remained committed to continued engagement with the boroughs on the development of a trees canopy cover plan, and an update on this would be provided in a future report. **[Action: Lilli Matson]**

The published version of the Quarter 1, 2024/25 Customer Service and Operational Performance Report would be updated to correct the DLR journey time past five quarters graph on page 12 of the report. **[Action: Secretariat]**

Officers would provide an update to the Panel on the wait times for the calls to the customer contact centre and the methods for measuring customer experience. **[Action: Emma Strain]**

There had been a continuous rise in passenger journeys across the network. Passenger journey times on the London Underground were slightly worse than target. Work was underway to address key challenges around fleet availability on the Central line and train operator availability. There had been a continued under performance in relation to bus journey times during the quarter. TfL had put in place measures to improve bus speeds and journey times. The Elizabeth line continued to perform well, though challenges remained with performance of Network Rail infrastructure and plans to address this were already delivering improvements.

The Panel also noted an update on tram journey times. Performance this quarter was worse than target, due to several problems with fleet availability and a wheel damage incident. TfL was working closely with suppliers to improve the reliability of the service.

An update was also provided on DLR journey times, which were better than target in the quarter. Since then, the introduction of temporary speed restrictions due to essential works to prepare for the introduction of the new DLR rolling stock had temporarily impacted services and officers would review the timetable to remove restrictions. The journey times on the London Overground were slightly worse than target. TfL continued to work with Network Rail on addressing issues affecting infrastructure in the west. On Dial-a-Ride, good progress had been made on recovering online services very quickly following the cyber incident.

Members noted that there were a number of mechanisms for customers to ask questions or make complaints, and asked officers to explore ways to make it easier for customers to also commend good service. **[Action: Alex Williams/Emma Strain]**

08/10/24 Risk and Assurance Report Quarter 1 2024/25

Mike Shirbon introduced the item, which provided an overview of the status of, and changes to, Enterprise Risk 6 (ER06) – Deterioration of Operational Performance. The paper summarised the findings from the assurance activity associated with the risk, based on the second line of defence audit work of the Quality, Safety and Security Assurance (QSSA) team and third line of defence work by the Internal Audit team within Quarter 1 of 2024/25 (1 April to 22 June 2024).

There were workshops to assess ER06, and the risk was scheduled to be reviewed by the Executive Committee in December 2024, and the Panel in March 2025. The Internal Audit Plan was reviewed on a six-monthly basis and was approved by the Audit and Assurance Committee in September 2024.

The Panel noted details of the six audits against ER06 in Quarter 1. Four QSSA audits were in progress. Two were concluded as Requires Improvement. This included an audit on London Underground escalator material inspection. Assurances were provided that none of the findings for this audit concerned safety or operational issues. Action plans had been agreed to address recommendations.

The Panel noted the paper.

09/10/24 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the item. A meeting would be arranged with key officers and the Chair and Vice Chair to review the Forward Plan. **[Action: Secretariat]**

The Panel noted the forward plan.

10/10/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

11/10/24 Date of Next Meeting

The next scheduled meeting of the Panel was due to be held on Wednesday 3 December 2024 at 10:30am.

The meeting closed at 12.30pm

Chair: _____

Date: _____

Customer, Sustainability and Operations Panel



Date: 28 November 2024

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

- 1.1 This is a new Panel, which subsumed the remit of the former Customer Service and Operational Performance Panel and the sustainability elements of the former Safety, Sustainability and Human Resources Panel.
- 1.2 Appendix 1 sets out the progress against actions agreed at the first meeting of the Panel on 2 October 2024 and the former Customer Service and Operational Performance Panel.

2 Recommendation

- 2.1 **The Panel is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of the meeting of the Customer, Sustainability and Operations Panel and the previous meetings of the former Customer Service and Operational Performance Panel

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

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**Customer, Sustainability and Operations Panel Actions List
(to be reported to the meeting on 28 November 2024)**

Appendix 1

Actions from the Customer, Sustainability and Operations Panel meeting held on 2 October 2024

Minute no.	Item/Description	Action by	Target Date	Status Note
05/10/24	Equity in Motion: Update on Accessibility Members welcomed this work. Officers would provide the Panel with a briefing on accessibility including step-free access and inclusive design outside stations.	Alex Williams	March 2025	An update on step-free access progress and inclusive design will be provided in the next Equity in Motion paper scheduled for the 13 March 2025 meeting.
06/10/24	Deep-dive on TfL's "Care Score": Demographic Groups At the request of a Member, the updates would include details of the approach to measuring the customer satisfaction levels for non-London residents and a disaggregated breakdown of the different demographic groups of customers of the network would also be provided to the Panel.	Mark Evers	March 2025	We are investigating ways to gather insight on non-Londoners, as well as reflecting on current data sources. A Differences in Care Scores update paper is scheduled for the 13 March 2025 meeting.
07/10/24 (1)	Customer, Sustainability and Operations Report - Quarter 1, 2024/25: Trees Canopy Plan TfL remained committed to continued engagement with the boroughs on the development of a trees canopy cover plan, and an update on this would be provided to a future meeting in a future report.	Lilli Matson	March 2025	An update on development of the Tree Canopy Plan and the work involved will be provided in the Green Infrastructure and Biodiversity Plan and Adaptation Plans paper scheduled for the 13 March 2025 meeting.

Minute no.	Item/Description	Action by	Target Date	Status Note
07/10/24 (2)	Customer, Sustainability and Operations Report - Quarter 1, 2024/25: Updated Report The published version of the Quarter 1, 2024/25 Customer Service and Operational Performance Report would be updated to correct the DLR journey time past five quarters graph on page 12 of the report.	Secretariat	October 2024	Completed. An updated report was published in October 2024.
07/10/24 (3)	Customer, Sustainability and Operations Report - Quarter 1, 2024/25: Customer Contact Centres Officers would provide an update to the Panel on the wait times for the calls to the customer contact centre and the methods for measuring customer experience.	Emma Strain	November 2024	Completed. A briefing note was sent to Panel Members on 20 November 2024.
07/10/24 (4)	Customer, Sustainability and Operations Report - Quarter 1, 2024/25 Members noted that there were a number of mechanisms for customers to ask questions or make complaints, and asked officers to explore ways to make it easier for customers to also commend good service.	Alex Williams/ Emma Strain	2025	We are looking to update the 'Help & contacts' page on the TfL website to improve the way in which customers navigate the various options before submitting an enquiry, complaint or commendation.

Minute no.	Item/Description	Action by	Target Date	Status Note
07/10/24 (4)	Members' Suggestions for Future Discussion Items A meeting would be arranged with key officers and the Chair and Vice Chair to review the Forward Plan.	Secretariat	November/ December 2024	In progress.

Actions from previous meetings

Minute no.	Item/Description	Action by	Target Date	Status Note
20/07/24 (1)	<p>Assisted Transport Services (ATS) Update: Engagement with the NHS</p> <p>Members welcomed and commended the work of the Travel Mentoring Service and stressed the need to further promote this. Given the number of referrals to it by the NHS, it was suggested that the NHS be approached again to provide a contribution to the cost of the service.</p>	James Mead	November 2024	Completed. An update is included in the Assisted Transport Services Update paper on the agenda for this meeting.
20/07/24 (2)	<p>ATS Update: Travel Mentoring Service and Young People</p> <p>Members suggested that the ATS should engage with members of the Youth Panel about how they have input into the Travel Mentoring service and with schools and further education colleges in the boroughs.</p> <p>A Member also suggested that consideration be given to recruiting</p>	James Mead	<p>December 2024</p> <p>November 2024</p>	<p>Completed. A Youth Panel member has been invited to a Travel Mentoring bus day to see the work that is undertaken. Any feedback will be considered in the work being done to harmonise the bus day offering across London.</p> <p>Completed. An update is included in the Assisted Transport Services</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
	volunteers, subject to undergoing necessary checks, to help provide support to the service.			Update paper on the agenda for this meeting.
20/07/24 (3)	ATS Update: Customer Satisfaction Survey It was noted that the results of the customer satisfaction survey would be reported to the Panel. This would include a further breakdown of the growth in demand for ATS to show the split between new customers and existing customers making more trips.	James Mead	November 2024	Completed. An update is included in the Assisted Transport Services Update paper on the agenda for this meeting
21/07/24 (2)	Cycling Action Plan 2: Safety Initiatives Further details would be provided in the future reports on safety initiatives, including those around driver awareness.	Alexandra Goodship	July 2025	Information will be included on safety initiatives in the next annual Cycling Action Plan update to the Panel, scheduled for the July 2025 meeting.
21/07/24 (4)	Cycling Action Plan 2: Trends in Demand Officers would provide further details of the trends in demand between inner and outer London.	Alexandra Goodship	2025	Active travel trends up to 2023 are available in the Travel In London: Active Travel Trends report including a high-level summary. The new Travel in London: Active Travel Trends report, which will include 2024 data, is expected to be published in the new year. Publication has been delayed due to technical challenges arising from the cyber incident. The Travel in London 2024 Annual overview report, which

Minute no.	Item/Description	Action by	Target Date	Status Note
				includes figures on the overall number of cycle journeys in London, will be provided to the 4 December 2024 meeting of the Board.
21/07/24 (5)	Cycling Action Plan 2: Micro-mobility Training/Discarded Cycles Officers suggested that TfL could look to review their training to the boroughs to cover micro-mobility and increase knowledge sharing. A Member also suggested that TfL consider working with boroughs to provide a contact number that the public and street wardens could use to facilitate the speedy collection of discarded cycles.	Alexandra Goodship	November 2024	TfL wrote to the Bikeability Trust on 19 September 2024 to enquire whether the trust is planning micro-mobility training activities. The Trust has been liaising with DfT and Active Travel England to highlight the need for a training curriculum for micro-mobility but pending clarification on the regulatory framework for the wider micro-mobility market , this work is currently on pause. A future paper on Micro-mobility is on the Forward Plan.
26/07/24 (1)	Customer Service and Operational Performance Report – Quarter 4, 2023/24: Format of Reports It was requested that the format of the report be reviewed to focus on strategic performance issues. Consideration would also be given to providing an update in the cover paper on key issues in the current quarter.	Emma Strain/ Claire Mann	November 2024	Completed. The reports have been redesigned and a summary of key customer updates outside the Quarter is included in the introduction section of the reports.

Minute no.	Item/Description	Action by	Target Date	Status Note
26/07/24 (2)	Customer Service and Operational Performance Report – Quarter 4, 2023/24: Off-Peak Fridays Officers were currently reviewing the data to look at the impact of the 'Off-peak Fridays' trial. An update on this would be provided to a future meeting.	Emma Strain	December 2024	A report providing an analysis of the off-peak trial will be published by the end of 2024.
05/03/24 (1)	Bus Action Plan Update: Superloop Monitoring Updates Future updates on Superloop monitoring would include the costs-benefits of the service.	Lorna Murphy	July 2025	The cost-benefits of the Superloop service will need at least a year of operation to be analysed. An update will be provided to the Panel in due course.
05/03/24 (2)	Bus Action Plan Update: Bus Routes to Hospitals and University Campuses A written update would be provided to the Panel on the bus services to hospitals and the routes to outer London University campuses and sixth form colleges.	Lorna Murphy	March 2025	An update will be provided to the 13 March 2025 meeting, covering bus routes to hospitals and university campuses.
08/03/24 (1)	Enterprise Risk Update - Deterioration of Operational Performance (ER6): Mitigation against Asset Degradation A road map should be developed, detailing mitigations to achieve the target position in respect of asset conditions. Officers would provide an update to the Panel on this.	Stuart Harvey	March 2025	Information will be provided as part of the Enterprise Risk Update – Deterioration of Operational Performance (ER06) scheduled for the 13 March 2025 meeting.

Minute no.	Item/Description	Action by	Target Date	Status Note
47/12/23 (2)	<p>Customer Service and Operational Performance Report - Quarter 2, 2023/24: Woolwich Ferry</p> <p>It was suggested that steps should be taken to improve wayfinding to the Elizabeth line station at Woolwich Arsenal. The Panel also highlighted the potential impact on the capacity of the ferry service from the opening of the Silvertown Tunnel, given the ferry was free to use. Members discussed the need to consider if a charging regime should be introduced for the ferry. Officers were in the process of looking at the charging arrangements for Silvertown Tunnel and would further explore the issues raised by the Panel.</p>	Alex Williams	November 2024	<p>Completed. Our updated traffic modelling for the Silvertown Tunnel scheme does not indicate any material change in the levels of traffic using the Woolwich Ferry once the scheme is operational. We have established a comprehensive monitoring programme to ensure we can respond and address any unforeseen impacts arising from operation (such as changes to traffic signal timings).</p> <p>TfL is required to provide the Woolwich Ferry service free of charge. There are no proposals to change this, which would require a change in legislation.</p>

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Date: 28 November 2024

Item: TfL Corporate Environment Plan - Operations

This paper will be considered in public

1 Summary

- 1.1 In September 2021, we published our first ever Corporate Environment Plan (CEP), to outline our approach to sustainability and the environment to our customers, colleagues and suppliers.
- 1.2 The quarterly Sustainability Report, elsewhere on the agenda for this meeting, is structured around the three pillars of sustainability (society, environment, and economy). Meanwhile, the CEP provides more detail on our plans and ambitions for the environment pillar with five key themes (climate emergency, air quality, sustainable resources, green infrastructure and best environmental practices).
- 1.3 This paper provides an update on how the key themes within our CEP are continuing to be embedded by the TfL Operations team.

2 Recommendation

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

3 Implementation of the Corporate Environment Plan in TfL Operations

Making It Happen

- 3.1 The TfL Operations team is playing an active role in the implementation of the CEP through mobilising delivery of investment activity to decarbonise our operations, build resilience to climate change and protect, connect and enhance our green infrastructure.
- 3.2 **Prioritising the environment:** Over the past three years, the senior leadership of TfL Operations has established environmental priorities at the heart of its decision-making. We have done this through incorporating carbon targets across our scorecards and ensuring that progress on key green milestones is monitored by the Operations Leadership team.
- 3.3 **Operations Environment Plan:** In financial year 2023/24, an initial Operations Environment Plan (OEP) was developed to ensure that the priorities of the CEP were translated into day-to-day environmental performance alongside investment in our infrastructure and assets. This first OEP has given Operations a clear set of activities for 2024/25 and beyond to begin to achieve CEP ambitions.

- 3.4 **Operations Environment Plan coordination team:** TfL Operations has set up a new OEP coordination team to drive the successful delivery of the plan across directorates. This will create a clear route for governance and reporting of environmental activity back to the central Safety, Health and Environment (SHE) Sustainability and Corporate Environment team via executive governance.
- 3.5 **Environment Leads:** Each directorate has a nominated Environment Lead, who is now working collaboratively with the OEP coordination team to ensure that delivery milestones are being progressed and colleagues at all levels are engaged in the challenge.

Engaging Our People

- 3.6 **Carbon Literacy:** Having achieved our scorecard target of 625 colleagues trained in 2023/2024, we continue to encourage and support colleagues to be trained in Carbon Literacy across Operations.
- 3.7 **Environmental Awareness training:** To engage more colleagues from across Operations, we are working with the SHE Sustainability and Corporate Environment team to develop a new in-person awareness course. This course will discuss all five themes of the CEP and can be delivered on-site over three hours to ensure the maximum engagement opportunity.

Climate Emergency - Decarbonisation

- 3.8 **Green Financing Facility (GFF):** TfL has secured £34.2m of GFF loans, providing a vital commitment to accelerate projects that achieve our goal of net zero carbon by 2030. Some of this funding will be used for maintenance delivered activity. The rest will be delivered by Capital, which will result in a reduction in operational carbon and cost. Details are outlined below of where this funding will be used in our decarbonisation strategy.
- 3.9 **Zero-emission TfL buses:** We are on track to deliver a further 500 zero-emission buses this financial year. We currently have 1,719 zero-emission buses operating on the network and are on track to deliver 1,900 in total by the end of March 2025, which equates to almost 20 per cent of our 8,700 fleet. This is helping to cut our reliance on diesel, cut harmful emissions in the capital and reduce CO₂. The Mayor has committed to deliver a zero-emission bus fleet by 2030 and we are working to develop plans that will achieve this target. We are working with the Net Zero Matrix team to look at opportunities to connect to the London Underground (LU) power network at locations where a Distribution Network Operator connection is particularly challenging, to accelerate transition to zero-emission buses.
- 3.10 **Bus shelters, street lighting and traffic signals:** 96 per cent of lights in London bus shelters now have Light Emitting Diode (LED) lighting. Our analysis shows that new lighting uses around 57 per cent less energy, while offering 10 per cent brighter lighting, making shelters more welcoming and improving safety for customers especially at night. We expect to complete the conversion of all bus shelters to LED lighting including the advertising panels in the coming months, as we replace the entire shelters that are near the end of their lifecycle. Once completed the LED lights and advertising panels will

save us at least £1.5m and reduce carbon by more than 1,000 tonnes of CO2e annually.

- 3.11 Two-thirds of our traffic signals are already LED and over 67 per cent of our street lighting lamps are LED. £9.2m of GFF funding will be used to accelerate the delivery of LED street lighting. This will bring the total percentage of LED street lighting up to 80 per cent by April 2025.
- 3.12 **Building decarbonisation:** Working with teams from Engineering and SHE, we completed our buildings decarbonisation deep dive exercise in August 2022. This enabled us to generate an improved estimate of our built environment carbon emissions baseline, identify the key challenges we face in decarbonising our estate and develop a plan with key actions and recommendations for how to make progress towards our net zero operations by 2030 target. Operations are working with the Net Zero Matrix team to better understand the opportunities to accelerate our building decarbonisation programme through maintenance activity, ensuring that we replace older assets with a low emission alternative when they are life expired.
- 3.13 **Lighting and systems:** The existing small station program has installed LED lighting at over 128 stations across the network. Building on this existing progress to roll out LED lighting, we plan to use c.£18m of GFF funding to guarantee the continued delivery, reaching 100 per cent of small stations by 2032 This will save an additional 28,000 tonnes of CO2e in seven years and an additional 7,300 tonnes of CO2e annually upon completion. Additional work is being completed to scope the remaining larger stations, with King's Cross station having seen significant progress this year.
- 3.14 The ongoing midlife refurbishment of the Central and Bakerloo line fleets will enable the adoption of LED lighting in saloon cars.
- 3.15 Our Asset Performance Delivery Signals team in LU is reviewing our assets to identify and remove redundant signal assets that are still drawing power. Before removing them, we are monitoring their power consumption so that we fully understand the energy savings and emission reduction.
- 3.16 **Energy management:** We have approved through our Operations Change meeting that we will make provision for the creation of new energy manager roles within Operations. These energy managers will work to drive continual energy efficiency improvements through maintenance activities as well as identifying new projects that could be delivered through the Net Zero Matrix team. We are currently agreeing the structure to support these energy managers ahead of a recruitment campaign.
- 3.17 Our LU stations have improved our approach to energy consumption reporting through a PowerBI dashboard. This will enable a network of Sustainability Champions to monitor usage at a local level and drive local behaviour change, as well as inform the case for infrastructure improvements.
- 3.18 In addition to our station energy management plans and the PowerBI dashboard, we are launching our energy savings log. Colleagues will be encouraged to add energy saving proposals to this log through an online form.

Our energy managers will then use this data to create a prioritised pipeline of energy efficiency activities to be delivered.

- 3.19 **Baselining our carbon footprint:** As an organisation we are aiming to achieve net-zero carbon operations by 2030. To do this, we must understand the carbon emissions associated with our maintenance activities. We have worked with Engineering to carry out a trial to calculate the carbon associated with our most common LU track assets and looking to expand this across other asset groups. This will allow for better informed decisions when it comes to procuring and maintaining components essential to keep London moving.
- 3.20 **Zero-emission support fleet:** We have committed to converting all cars in our support fleet to zero-emission capable by the end of this financial year with all remaining diesel vans to be phased out by 2030. Operations is working closely with the Net Zero Matrix team to ensure that our staff are ready to use the new vehicles as they roll out, understanding the charging requirements and potentially altered scheduling that this may require. We are also helping to identify locations for increased electric vehicle charging infrastructure in our depots.
- 3.21 The Acton depot redevelopment will incorporate 52 charging points for electric vehicles, and we will convert at least 50 combustion engine vehicles to be battery powered.
- 3.22 We are also working with our supply chain to ensure that they are working to phase out non-zero-emission vehicles when delivering on our behalf.

Climate Emergency - Adaptation and Resilience

- 3.23 Operations are contributing to strategic workstreams addressing adaptation project development, studies of climate risk, engineering standards reviews, and cross industry working. As part of the development of our OEP, we will determine the best way to incorporate the outcomes of these strategic activities into our investments, change activity and day to day operations.
- 3.24 The review of the OEP ahead of the next financial year will include consideration of environmental risks and outline adaptation strategies for each directorate to adopt in their technical approach plans.
- 3.25 **Sustainable Drainage Systems (SuDS):** SuDS, like raingardens and green roofs, are a way of reducing and/or slowing the flow of water into our overwhelmed drainage systems, and so help reduce the risk of surface water flooding. A project pipeline has been developed, and will continue to be refined, to meet the Adaptation Plan target of an additional 5,000 square meters catchment draining into SuDS per year. Operations has made a commitment to work collaboratively with colleagues in Capital to ensure that there is a consistent process and approach to the handover of SuDS assets from Capital projects into regular maintenance. This will ensure that any new SuDS that are installed remain functional and, where installed as green infrastructure, healthy and maintained to provide biodiversity, visual amenity, and wellbeing benefits.

- 3.26 **Planning for extreme weather events:** We have robust adverse weather plans and emergency procedures that help us prepare for and recover quickly from extreme weather events. We continued to apply our 54321 Weather Plan, which specifies standardised actions by operations and maintenance teams in the five days before extreme weather is anticipated. In addition to this, we undertake seasonal maintenance specifically designed to improve the resilience of our assets. This includes regular cleaning of gullies (drains), enhanced temperature monitoring of critical assets, and targeted vegetation management in preparation for leaf fall season. We work closely with our multiagency partners within London Resilience, sharing best practice and offering mutual aid when needed.
- 3.27 An internal assessment of our severe weather plans is currently underway following the contingency Exercise Tempest in July 2024. We will use the results to improve the plans to ensure consistency and accessibility across all our modes.
- 3.28 In addition to severe weather planning, we are reviewing the way we record our asset condition and failures. We are looking to embed weather factors such as temperature and rainfall into our incident reporting as standard so that we can better understand how and when weather, including extreme weather, will affect our assets and service reliability.

Air Quality

- 3.29 **London Underground:** We have a three pillar strategic approach to address Tube dust through monitoring, research and cleaning innovation.
- 3.30 **Monitoring:** We have implemented annual monitoring at 24 locations across the network. Between May 2024 and June 2024 air quality monitoring from within the train driver cabs was conducted. Station monitoring took place between July 2024 and September 2024. We expect to publish reports for 2024 in the coming months. In addition to the annual monitoring, the track cleaning team conducts bi-monthly monitoring, which informs our targeted cleaning programme.
- 3.31 **Research:** Strong progress has been made with two commissioned research projects by independent researchers at Imperial College London. These projects are examining:
- (a) sickness absence in workers exposed to tunnel dust to evaluate whether staff exposed to LU tunnel dust have higher levels of sickness absence due to respiratory and cardiovascular conditions. This study commenced in 2021 and was published in March 2024. It did not demonstrate clear evidence of sickness absence being attributed to exposure to dust; and
 - (b) a Retrospective Cohort Epidemiological study on mortality/morbidity/cancer in LU (such as train operators and station colleagues) exposed to tunnel dust. The data for this long-term study was submitted to Imperial College London in June 2023 and publication of the results is expected in late 2024/early 2025.

- 3.32 **Cleaning:** The cleaning budget has been increased from £1.5m to £2m per year. Cleaning is targeted at priority locations with at least 130km being cleaned, equating to 40 per cent of the total network of 330km of tunnels.
- 3.33 We use innovative cleaning methodologies such as industrial vacuums, specialist equipment that catches dust as it is produced during construction, and the use of more battery-operated tools to reduce fumes.
- 3.34 As part of an ongoing commitment to improve air quality we are in the process of trialling air filtration as a tool to tackle airborne dust. The first trial was completed in September 2024 and captured 55kg of fine particulate dust. However, the findings show that the units are not suitable from a material, resource and fire regulations perspective. The second air filtration trial is currently undergoing a tender process to identify a supplier and unit suitable for the LU network. The aim will be to trial in the first quarter of 2025.
- 3.35 **Communications:** We have a proactive communications strategy for our colleagues and external stakeholders. In early 2024 we published our 2023 air quality monitoring reports, which we shared with colleagues and key stakeholders. We also worked with Imperial College London on the announcement of the publication of the short-term sickness absence study. We will continue to engage with colleagues, customers and air quality stakeholders on this topic.
- 3.36 **Non-Road Mobile Machinery (NRMM):** The OEP team is coordinating with all the Operations directorates to identify the NRMM that is currently in use or expected to be in used in the future. By first understanding the equipment that we use and adding this to the Greater London Authority register, we will then be able to work with SHE, Engineering, and the wider industry to ensure that we are taking every opportunity to remove fossil fuels from our NRMM through retrofitting or ensuring the procurement of new machinery considers all technological solutions.

Sustainable Resources

- 3.37 **Material and equipment circularity:** We are working to improve our own circular economy by looking at the way we procure, use, and dispose of our assets and maintenance materials. Across Operations directorates, we are working to identify opportunities to recover and reuse as much material as possible and ensuring that this is embedded into our asset lifecycle decisions. This work includes the creation of a new circularity manager role in the Operational Inventory team to ensure that any reusable materials, along with any surplus, is captured in our central inventory management system and can be reused elsewhere in the business. We will also work with other organisations to understand where our waste materials may be repurposed, minimising our environmental impact, and creating a financial opportunity.
- 3.38 **Customer waste recycling:** We are working to understand how we can offer more consistent waste collection for our customers across our modes and to address any barriers to recycling. This includes consideration of how we manage our own waste at mixed use sites as well as the waste generated by

our tenants with the aim of achieving the Mayor's vision of a zero waste London.

Green Infrastructure and Biodiversity (GI&B)

- 3.39 **Embedding GI&B into our operations:** We will be reviewing and updating the OEP to include the recommendations from the new GI&B Plan published this year. We will have a critical role in helping meet our legal requirements on Biodiversity Net Gain (BNG), and therefore reducing our associated financial risk. We are actively contributing to the procurement strategy for the LU vegetation survey contract and a review of the LU vegetation standard (S1165) to ensure that GI&B is a key consideration in how we manage our lineside estate moving forward.
- 3.40 **Increasing biodiversity on our estate:** We are working with colleagues in SHE and our Estates Planning team to improve the quality of spatial data about our estate. This data review will assist in highlighting any areas of the estate that could be used for BNG habitat banks ensuring that we enhance and connect our existing green estate at the same time as meeting our legal obligations.
- 3.41 **Wildflower verges on the road network:** After the successful delivery of 130,000 square meters in 2022/23, equivalent to 18 football pitches, we have doubled this to 260,000 square meters this financial year. Wildflowers verges encourage biodiversity, for example, by supporting pollinators such as bees and butterflies.
- 3.42 **Tree planting:** We have delivered the Mayor's Transport Strategy target of a one per cent year-on-year increase in street tree numbers from 2016 to present. To date, our planting has exceeded the TfL Road Network tree planting target, although we continue to give consideration to ensuring that planting locations are appropriate and maintainable. Now that we are more mature as a business in this area, we are working with colleagues in SHE and Engineering to develop more meaningful and deliverable metrics for green infrastructure that maximise ecosystem services such as biodiversity, surface water reduction and cooling as well as increase "green equity", investing in places that need GI&B the most. Operations is working with SHE to ensure that we use this data to drive decisions moving forward.

Best Environmental Practice

- 3.43 **Noise on the London Underground:** Reducing noise on the Tube remains a priority for us. We continue to monitor and manage noise levels on the network closely.
- 3.44 **Rail grinding:** Rail grinding is currently our principal means of addressing Tube noise. We also continue to carry out other targeted interventions to reduce noise including removing redundant rail joints, maintaining points and crossings and re-ballasting track, where appropriate to the location. In addition, we undertake detailed investigations to understand and address the root cause of noise issues such as rail corrugation.

- 3.45 We will be trialling a new ‘acoustic’ grinding train to help reduce noise on the network in early 2025. The trial will run for 28 days and will be carried out on the Northern and Victoria lines. If successful, the train will be introduced as part of our grinding train fleet. In addition to reducing noise, the new system will also have some air quality benefits. As it is a hybrid train it produces less fumes, and the process does not produce swarf – a key contributor to Tube dust - as it cleans this up as it goes for safe disposal afterwards.
- 3.46 **Engineering solutions:** We are also investigating alternative engineering solutions to manage Tube noise. For example, trials for the replacement of Pandrol Vanguard track fastenings, which impact in-carriage noise, with alternative engineering solutions. These trials consisted of the installation of a Delkor variant, which is a resilient base plate that reduces the impact of in-carriage noise. As a result of the success, Delkor fastenings are now fitted as standard as part of TfL’s ongoing Deep Tube track renewal programme.
- 3.47 In addition to these trials, we are exploring methods to proactively manage rail corrugation. This is currently being trialled through an introduction of variable speeds on the Northern line and coasting profiles on the Victoria line through till the end of this financial year. The aim is to understand how the corrugation reacts to the change in speeds and determine if this either slows down or reverses the corrugation.
- 3.48 **Ensuring compliance and best environmental practice:** The OEP coordinators will work with Environment Leads from across Operations to ensure that we are aware of our existing environmental impact, ensuring that we are complying with legal and policy requirements. Through this engagement with operational colleagues and our SHE business partners we will ensure that we have a strong foundation of best environmental practice before we look to review, update, and deliver a more ambitious environmental plan.

List of appendices to this report:

Appendix 1: Green milestones and Operations Environment Plan (OEP) one pager.

List of Background Papers:

None

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Appendix 1: Green milestones and Operations Environment Plan (OEP) one pager

Our Operations Green Milestones for this year remain on track. Those that were due to be completed have been achieved on time and the remaining are on track to be achieved on time.

The template for consistent severe weather plans has been moved to February 2025, with approval from the Operations Leadership team, following Exercise Tempest in July 2024.

There is a small risk to the milestone surrounding the development of an inventory 'green tag' system due to lack of recruitment of suitable resource although we still have time to ensure that this is completed on time.

OEP delivery plan

October 2024

- Customer waste workshop held
- Support Operations Environment Awareness training

November 2024

- Develop OEP SharePoint

December 2024

- Recruitment of OEP team
- Recruitment of Circularity Manager
- Customer waste workshop assessment and feedback
- Rollout of energy log within Customer Operations
- Launch OEP SharePoint

January 2025

- Recruitment of Energy Managers
- Complete prioritisation of the Corporate Environment Plan with Safety, Health and Environment (SHE)
- Complete review of standards and processes for inventory

February 2025

- Identify skills gaps
- First draft of new OEP for review
- Development of 'green tag' in inventory system

March 2025

- Publish new OEP
- Publish findings of barriers to customer waste recycling
- Launch of 'green tag' system

Activity beyond the OEP

Green Infrastructure (GI) and Biodiversity

- Sustainable Drainage Systems (SuDS) handover improvement plan from Capital in first draft.
- Build on the SuDS handover for general GI by 31 December (green milestone).
- Feasibility study into alternative proactive land management on London Underground estate.
 - Working with SHE and Asset Performance Delivery to develop this study and prepare a paper for March 2025.

Community and third party engagement

- Working with SHE, Engineering and Local Communities & Partnerships (LCP) to understand if there are opportunities to invite communities to maintain our GI.
 - Collaboration with Network Rail where similar schemes exist.
- Working with SHE, LCP and Operations Readiness to understand the requirements and develop a process for assessing and providing feedback to Business Investment District proposals for GI in the public realm.

Waste management

- Working towards creating a strategy that goes beyond our customer waste, providing the framework for holistic waste management for the whole business to ensure compliance with new legislation from April 2025.

Environment culture and maturity

- Working to identify green leads and champions across Operations to understand their role and responsibility.
- Working with colleagues to ensure environment is clearly visible in the SHE improvement plan.
- Work with line managers to provide guaranteed FTE equivalent time dedicated to the green lead role with specific objectives to deliver against the OEP.

Environmental compliance

- Embedding in environment meetings and working with SHE to highlight relevant environmental incidents.
- Complete environmental audits within different operational areas to highlight any compliance issues.

Date: 28 November 2024

Item: Assisted Transport Services Update

This paper will be considered in public

1 Summary

- 1.1 This paper outlines the work carried out to progress the Assisted Transport Services (ATS) strategy since the update to the former Customer Service and Operational Performance Panel on 10 July 2024. This includes the updated Roadmap for review.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 ATS refers to the range of pre-booked services available to assist people with reduced mobility who require additional help getting around. Services available in London include door-to-door transport services, such as Dial-a-Ride and Taxicard, alongside enablers to using other public transport, such as travel mentoring. As Turn-up-and-Go services do not require pre-booking they do not come under the ATS umbrella.
- 3.2 The ATS strategy focuses on delivering the best outcomes for our customers with the available funding. It does this through a series of incremental actions aimed at the following priority areas for improvement:
- (a) improving and integrating the end-to-end customer experience;
 - (b) improving our understanding of the Assisted Transport market;
 - (c) increasing awareness of the choices available to customers; and
 - (d) optimising capacity and making the best use of available funding.
- 3.3 The Mayor's Transport Strategy commits us to delivering improvements in these areas, based around five key design principles:
- (a) consistently **safe and reliable** journeys, with a customer focus, including highly trained staff across the whole network;
 - (b) providing **convenience** through information and support, to improve user confidence in journey planning and independent travelling;
 - (c) allowing users **flexibility and choice** in their preferred mode, time of travel, booking approach and level of assistance;

- (d) providing a seamless and **integrated** multi-modal service, single user platform and personalised account, which incorporates all public transport modes including dedicated assisted transport services; and
- (e) utilising the latest technological **innovation** in bookings, payments, service routing, customer care and performance monitoring, to ensure the system is convenient, efficient and provides value for money.

4 **ATS Customer support**

- 4.1 Dial-a-Ride continues to meet customer demand with 92.1 per cent of requested trips fulfilled between 21 July and 17 August 2024 (Period 5) against the target of 90 per cent.
- 4.2 Since the beginning of April 2024, on average 92.2 per cent of requested trips have been delivered against a target of 90 per cent.
- 4.3 Year to date (up until the end of Period 5), year on year, trip requests have reduced by nine per cent when compared to financial year 2023/24.
- 4.4 There has been a 50 per cent decline in regular bookings compared to pre-coronavirus pandemic levels, due to the closure of over 200 locations previously served; the locations include evening entertainment and volunteer led activity centres.
- 4.5 In part, the drop in the number of bookings can also be attributed to the change in how the new booking system records trips; customers travelling together from the same address to the same destination now count as one trip where previously these were counted separately.
- 4.6 Demand for Taxicard trips has remained relatively consistent, showing a two per cent increase in the year to date, when compared to 2023/24.
- 4.7 Taxicard performance has been good this year: since April 2024, an average of 95.2 per cent of bookings were met within 15 minutes of the required time of arrival against a target of 95 per cent.
- 4.8 We operate Capital Call, a subsidised taxi service operating in 10 boroughs. This service is closed to new members. The Capital Call service experienced an overall decline in demand of 17.9 per cent in 2023/24 compared to 2022/23. This trend continues across 2024/25. The recent cyber incident means data for 2024/25 is temporarily unavailable.

Booking and scheduling platform

- 4.9 Central to the delivery of the ATS strategy has been the new booking and scheduling system, which went live to customers on 20 November 2023. We recognise that the introduction of the one-stop shop booking system has not always gone smoothly, but we are working hard with our suppliers to overcome challenges and significant benefits are now being realised by our customers and colleagues.

- 4.10 Since the launch of the system, we have successfully delivered a transition plan to train colleagues on the new system and its functionality through a 'train the trainer' model. We continue to utilise this model to deliver training for colleagues as improvements and updates to the new system are rolled out.
- 4.11 The new system offers Dial-a-Ride members and caregivers the ability to book over the phone or online using an app or web portal and to monitor and cancel journeys. Members are also able to customise their app with accessibility features to meet their specific needs, such as options to assist those with impaired vision with voiceovers and adaptive font size.
- 4.12 The app is proving popular for booking trips, with over 20 per cent of trip bookings being made consistently through the app against a predicted 10 per cent usage.
- 4.13 Introduction of the new booking system initially led to higher call waiting times due to a combination of increased customer enquiries and colleagues continuing to build their knowledge of the system post-training.
- 4.14 The average speed of answering calls in Period 5 was 87 seconds with a call abandon rate of 4.9 per cent against targets of 300 seconds for speed of answering and a five per cent abandon rate for calls.
- 4.15 We regularly issue communications to customers regarding updates and improvements to the booking system. At the end of May 2024 we sent out our latest version of "In Touch", a biannual magazine to members on the Dial-a-Ride service. The most recent issue focused on bringing together all of the information about the new booking and scheduling system into one place.
- 4.16 Customer feedback is important to ensure we continually improve our services. We use various mediums to capture feedback, including the annual customer satisfaction survey. Our next annual customer satisfaction survey is already underway for 2024/25, with results expected in spring 2025.

Travel Mentoring Service

- 4.17 The Travel Mentoring team support our most vulnerable customers by hosting individual journey mentoring, classroom workshops, and bus days. We are currently focusing on special education needs (SEN) schools to reach the young people in those boroughs that do have access to the bus days. Travel Mentors exclusively work with individuals with special educational needs and disabilities.
- 4.18 Our Travel Mentors deliver numerous bus days, alongside the Safer Transport Police, local council staff, bus operators, charity organisations and our revenue inspectors. Attendees benefit from the safety messages and support provided to become independent travellers. Currently, work is being undertaken to refresh and standardise our bus days programme to provide a consistent approach to delivering these sessions across London.
- 4.19 We have secured a working partnership with train operators Govia and South Western Railway. This enables them to support customers with travel training on these services where they wish to make an interchange on to our network, removing potential travel barriers between us and other operators' services.

This is being undertaken as a three-month trial to determine levels of success.

- 4.20 We are retaining some of the new methods of working implemented during the pandemic and are offering video or telephone assistance where customers prefer. Although most customers prefer the in-person approach, it is important to offer digital alternatives when requested.
- 4.21 Over 2,400 interventions have been undertaken since April 2024, a 45 per cent increase during the same period last year. The interventions included 34 bus days involving 1,614 attendees. The increase is due to hosting classroom workshops and group visits.
- 4.22 Initial investigation into using volunteers to support the Travel Mentoring service has identified that there are significant barriers around training and safeguarding that would need to be overcome.
- 4.23 We work in partnership with the NHS and receive a significant number of referrals from occupational therapists. We are working with several NHS trusts to understand how to further develop this service with joint funding.

5 ATS Roadmap

- 5.1 We will continue to review the ATS strategy and service offering to identify areas where we can make improvements for our customers, while delivering the service efficiently. We will continue to provide updates when appropriate to the Panel as we develop the medium- to longer-term actions within the Roadmap.
- 5.2 The updated ATS Roadmap is provided in Appendix 1.

List of appendices to this report:

Appendix 1: The journey towards the vision for world class Assisted Transport Services – December 2022

List of Background Papers:

None

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Appendix 1 The journey towards the vision for world class Assisted Transport Services – (December 2022)

Overview of the Assisted Transport Strategy

Purpose: Deliver reliable and convenient Assisted Transport Services for older and disabled Londoners.

Vision: World-leading Assisted Transport service provision by 2032.

TfL Values: Caring, Open and Adaptable.

Objectives:

- 1: improve and integrate the end-to-end customer experience.
- 2: improve TfL's understanding of the Assisted Transport market.
- 3: increase awareness of the choices available to customers.
- 4: optimise capacity and make best use of available funding.

Underpinned by the:

MTS principles:

- Safe and reliable: customer focused, highly trained staff.
- Integrated: multi-model and seamless, single user platform, personalised account.
- Convenience: information and support to build confidence in independent travelling and journey planning.
- Flexibility and choice: between modes, times of travel, ways of booking, level of assistance.
- Innovative: using innovation in bookings, payments, service routing, customer and performance monitoring.

The Assisted Transport Strategy (ATS) Roadmap

As each initiative is developed the roadmap will be updated with specific timescales for delivery. The current short / medium / long-term estimates are indicative until further research and project planning is undertaken. Where known, specific timescales are included.

ATS Objective	ATS Roadmap Categories	Details of initiative	Timescales Short / Medium / Long-term	Estimated financial cost Low / Medium / High	Status – October 2024
Improve and integrate the end-to-end customer experience	1. Application and joining	Simplifying the application process and eligibility criteria to reduce barriers to customers applying. Looking at options for third parties to be able to refer customers who may benefit from our services.	Short - Medium	Medium	Introduction of a new paper form is progressing with this new form to align with the electronic form once introduced. An equality Impact Assessment is being undertaken and we aim to introduce the new paper form early in 2025.
	2. Booking and scheduling	Simplifying the booking process through the introduction of a new booking and scheduling system. Once introduced, undertake further work to maximise the opportunities the new system offers e.g., facilitating interchanges between the accessible wider public transport network and ATS services so customers can travel further independently.	Medium	High	The new booking and scheduling system launched on 13 November 2023, providing customers with additional channels to book, manage and cancel bookings. Additional features to simplify membership and booking processes are planned to be introduced over the coming year. Timescales being discussed with the supplier.

ATS Objective	ATS Roadmap Categories	Details of initiative	Timescales Short / Medium / Long-term	Estimated financial cost Low / Medium / High	Status – October 2024
	3. One-stop shop	Integrating third parties with our booking and scheduling system to create a single point of contact for customers to book journeys across London.	Long	Medium	We continue to explore this long-term aim which requires working with multiple agencies across London to explore the feasibility and likelihood of achievability.
	4. Online tools	Improvements to our website and online tools such as journey planning to make accessing information easier and clarify our service options.	Short - Long	Medium	The new booking and scheduling system launched on 13 November 2023 The TfL Dial-a-Ride website has been updated to include user guides and customer information. Online tools such as an online booking form and computer portal are planned, with timescales being discussed with the supplier.
	5. Staff training and upskilling	Review of current training scope and opportunities to integrate our training and improve our customer service offering.	Medium	Medium	A new 'Train the Trainer' programme to support staff training and onboarding new system has been and continues to be utilised to support the roll out of system improvements and upgrades. We have agreed processes to enable the Dial-a-Ride training team to work more closely with TfL Operations training

ATS Objective	ATS Roadmap Categories	Details of initiative	Timescales Short / Medium / Long-term	Estimated financial cost Low / Medium / High	Status – October2024
					team to share best practice and increase cross-modal learning.
					We are undertaking a review of training needs across all ATS services delivered directly by TfL with the aim of improving the training offer and consistency. Project plan to be developed after the new system has been embedded and current process have been optimised.
Improve TfL's understanding of the Assisted Transport market	6. Best practice and benchmarking	Benchmarking with other Assisted Transport providers and across other ambassador / support services to understand where we can make further improvements or changes to our offering to benefit customers.	Short - Medium	Low - Medium	Project plan to be developed after the new system has been embedded and current process have been optimised.
	7. Data and research	Analysis of journey patterns across Assisted Transport modes to inform future planning, overlaying customer research to improve understanding of customer ambitions and needs from ATS.	Medium	Low - Medium	Project plan to be developed after the new system has been embedded and current process have been optimised.
Increase awareness of the choices available to	8. Communication and stakeholder engagement	Development of a communication plan including public forum and disability group engagement to share	Short - Medium	Low	We have committed to publishing In Touch twice a year to provide our customers with Dial-a-Ride service

ATS Objective	ATS Roadmap Categories	Details of initiative	Timescales Short / Medium / Long-term	Estimated financial cost Low / Medium / High	Status – October 2024
customers		strategy initiatives, service improvements and gather feedback to feed into planned ATS roadmap initiatives.			updates. We are undertaking a review our stakeholder engagement to ensure we have clear channels and plans in place.
	9. Customer training and upskilling	Support for customers to develop skills and confidence in using other modes alongside ATS where appropriate and to improve their understanding of wider network accessibility improvements.	Medium – Long	Medium	Dial-a-Ride: We have delivered a step-by-step online digital guide which takes customers through how to use the new booking app. We are exploring other avenues to share this information and support customers with using the new app.
	10. Marketing and promotion	Improving awareness of the range of ATS options and introducing targeted messaging to support different customer needs.	Short – Medium	Low – Medium	Travel Mentoring: Our Travel Mentoring teams are continuing to support people in travelling confidently on our network. A communication plan to share updates about upcoming changes has been developed in conjunction with internal teams and will be regularly reviewed and updates as further system improvements are rolled out.

ATS Objective	ATS Roadmap Categories	Details of initiative	Timescales Short / Medium / Long-term	Estimated financial cost Low / Medium / High	Status – October 2024
Optimise capacity and make best use of available funding	11. Travel Mentoring	Increasing awareness of Travel Mentoring, reviewing how it is offered and delivered to maximise benefits for customers and reach the maximum number of people who need this support.	Medium - Long	Medium	The Travel Mentoring team was restructured in September 2023. We are currently developing a Travel Mentoring strategy which will assist us in maximising support and increasing awareness of the service.
	12. Making the best use of available funding	Reviewing processes to improve resource use e.g., removing duplicative processes between ATS, identifying process improvements to maximise customer benefits. Currently underway is the Taxicard harmonisation project which looks to ensure equability and harmonisation of the scheme offering across London.	Medium – Long	Low - Medium	As part of onboarding the new system, we have been reviewing and optimising several internal processes. We are also undertaking work alongside London Councils which aims to harmonise Taxicard so there is a consistent offering and eligibility criteria across London.
	13. Optimising capacity	Our data and research findings will look to open up new avenues to explore in this area.	Medium – Long	TBC once research is completed	Project plan to be developed once findings from the data and research workstream are established.

Date: 28 November 2024

Item: TfL Action to Identify and Manage Physical Climate Risks

This paper will be considered in public

1 Summary

- 1.1 This paper sets out TfL's work to understand its physical climate risks ahead of the publication of TfL's fourth submission to the Department for Environment, Food and Rural Affairs (Defra) under the Adaptation Reporting Power (ARP4) in December 2024. A draft version of the ARP4 Non-Technical Summary will be shared with the Panel in advance of the meeting.

2 Recommendation

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

3 Background

- 3.1 Experience shows that TfL has generally been able to recover quickly from severe weather events, such as snow and rainfall: this is known as resilience. However, London's climate conditions are changing, and we are already seeing an increase in the frequency and intensity of severe weather events. This is affecting our assets, colleagues, and customers.
- 3.2 If we continue to focus primarily on recovery-based activities, we will see greater service disruption, revenue loss and risk health and safety impacts. That is why TfL is working on adapting to climate change, including extreme weather: by reducing the impacts of climate change (for example, by installing flood barriers and Sustainable Drainage Systems (SuDS)), we will spend less time in recovery (such as pumping out floodwater, cleaning flooded stations, and repairing damaged assets).
- 3.3 Unlike climate change mitigation, which has targets for net zero carbon, there is no 'end-point' for climate change adaptation, and there are no nationally agreed targets or metrics. This contributes to building an evidence-based business case for investment in adaptation challenging. Adding to the challenge is the generally poor data available on how weather currently affects our assets and services.
- 3.4 While there are no national targets or metrics for climate change adaptation, TfL is subject to mandatory annual reporting of its physical climate risks as part of reporting under the International Financial Reporting Standards. This is facilitated by TfL's voluntary submissions to Defra under the Adaptation Reporting Power (ARP), which is meant to be on a five-year cycle to inform the national climate change risk assessment.

- 3.5 TfL's last ARP submission was under the 2021 (ARP3) reporting round. The next is due in December 2024 (ARP4): the shortened timeline is due to delays in the 2021 round, which meant the reporting cycle was out of kilter with the national climate change risk assessment timeline. Because of this, Defra advised that organisations who reported under ARP3 would only be required to provide a light-touch update, rather than a comprehensive new assessment.

4 TfL's physical climate risks

- 4.1 TfL's understanding of its physical climate risks is derived through workshops with internal subject matter experts, asset managers and engineers, as well as liaison with relevant external organisations, such as Network Rail. Importantly, our risk assessment includes impacts to people (colleagues and customers). More information will be included in the Non-Technical Summary to our forthcoming ARP4 submission.
- 4.2 ARP3 identified 333 physical climate risks and this has increased for ARP4 to 477 risks. It is important to note that this does not mean that TfL's exposure or vulnerability to climate change has increased since ARP3, but is instead due to additional business areas being included (such as London Transport Museum and the Elizabeth line) and greater awareness of the potential impacts of certain climate hazards (such as wildfire, following the 2022 heatwave).
- 4.3 The majority (52 per cent) of the risks are related to precipitation, both too much and too little, followed by temperature (32 per cent), both too high and too low. Rail and London Underground are the business areas with the greatest number of risks identified. Across each climate hazard category and business area, risk severity is predicted to increase over time between now, the 2050s and the 2080s.
- 4.4 Climate hazards do not respect organisational boundaries, and transport networks are reliant on third party infrastructure, such as power and comms. Yet the transport sector's understanding of these interdependencies is limited. Consequently, TfL commissioned work to better understand upstream and downstream interdependencies, which has received positive feedback from transport sector stakeholders, Defra, the Department for Transport and the Office of Rail and Road. TfL also worked with the boroughs to, for the first time, understand physical climate risks for London's road network as a whole. Both of these projects identified actions that we are exploring how to take forward with other transport sector stakeholders.

5 Risk and assurance

- 5.1 TfL's Enterprise Risk Management Framework (ERMF) provides a consistent and structured approach for managing risks across TfL. This provides assurance to the Executive Committee and Board that risks are being managed throughout TfL, in line with corporate risk tolerance and appetite. The risk management hierarchy describes the levels at which risk is managed throughout the organisation. Risks are managed at three levels, which include, Level 0 (Enterprise), Level 1 (Strategic) and Level 2 (Tactical).

5.2 Physical climate risks are considered at each level in the hierarchy:

- (a) Level 0 Enterprise Risk 3: Environment including climate adaptation (ER03);
- (b) Level 1 (there are six Green Level 1 risks in total) GRN-01: Failure to adapt our assets and operations to a changing climate;
- (c) Level 2: work has been undertaken to identify and tag those Level 2 risks currently in TfL's Active Risk Manager software that are climate-related, though further work is required. A project is also underway to create summary risks from ARP4 data to integrate with the Level 2 risks.

5.3 While our adaptation actions are being developed, implemented, and embedded (see the following section), we are working with our Control Centre and Asset Operations colleagues to help bridge the gap between day-to-day resilience activities and longer-term climate change adaptation. For example, TfL's first exercise involving extreme heat (this was also the first exercise that considered multiple climate hazards) was held this summer.

5.4 Internal Audit has also conducted audits to evaluate the design and effectiveness of plans and activities to embed requirements for climate change adaptation and resilience into high-level governance and internal controls, and will continue this work at lower levels of TfL.

5.5 We are also working to explicitly capture the investment required for resilience (and, where known, adaptation) as part of our business planning process, and our Safety, Health and Environment Management System now includes a section on climate risk and adaptation that sets out responsibilities and resources for all parts of the value chain.

6 TfL's adaptation actions

6.1 A key area of interest for Defra as part of ARP4 submissions is the action taken to manage climate risks since ARP3.

6.2 In March 2023, TfL published its first Adaptation Plan, which sets out more than 50 short-, medium- and long-term actions to keep our staff and customers safe while providing sustainable, reliable and attractive services. The actions are split across six key themes, and examples of successfully completed or underway actions under these categories are included in Table 1.

Table 1: Adaptation Plan categories and examples of actions in each

Leadership and governance	Continuing TfL's contribution to the development of the forthcoming London Surface Water Strategy, including part-funding new London-wide SuDS Opportunity Modelling
Organisation and people	Developed and piloted adaptation and green infrastructure training for our colleagues, to be rolled out in 2025
Risk management	Completion of Phase 3 of the London Comprehensive Review of Flood Risk
Information management	We have commissioned a project through Greater London Authority (GLA) Property to understand the GLA Family's tidal

	<p>flood defence locations and, where possible, condition (results are due in 2025)</p> <p>We have almost completed a pilot project to include weather as a contributory factor into a London Underground incident reporting system (to improve our understanding of weather-related impacts), which will be in place in 2025</p>
Capital and operational delivery	Met our Adaptation Plan SuDS target (an additional 5,000 sqm of SuDS catchment installed each year) two years in a row
Collaboration, communication and reporting	Collaborated with London's road and rail sector to better understand interdependencies for ARP and mandatory climate reporting

- 6.3 An update on the implementation of the Adaptation Plan in the two years since its publication will be brought to the meeting of the Panel on 13 March 2025. However, TfL's progress is reflected in the Rail Safety and Standards Board's recent assessment of change in rail sector adaptive capacity since 2023. TfL was identified as having progressed from Response Level 2 to 3 (of six), in comparison with average capacity level for organisations in the GB rail sector remaining at Response Level 2.

7 Conclusion

- 7.1 Climate change will affect every part of TfL. While there remains more to be done, over the past three years we have greatly increased our understanding of our physical climate risks and are making progress on embedding this understanding into our processes and decision-making. This is particularly important in the context of insurance, as that industry is changing rapidly in response to global weather-related catastrophes.
- 7.2 There is now more scrutiny than ever on TfL's work to understand and manage its physical climate risks, and ARP4 provides an excellent example of the leadership we are starting to demonstrate in this field. We welcome the Panel's thoughts on both this paper and the draft ARP4 Non-Technical Summary.

List of appendices to this report:

None

List of Background Papers:

Mayor's Transport Strategy

TfL Corporate Environment Plan

TfL Green Infrastructure & Biodiversity Plan

TfL Climate Change Adaptation Plan

[Climate adaptation maturity in GB rail: 2024 \(Report by the RSSB\)](#)

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Customer, Sustainability and Operations Panel



Date: 28 November 2024

Item: Customer, Sustainability and Operations Report - Quarter 2, 2024/25

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to update the Panel on TfL's customer, sustainability, and operations performance for Quarter 2 2024/25, which is appended in the format of three reports.
- 1.2 The Quarter 2 reports cover the period from 23 June to 14 September 2024.

2 Recommendation

- 2.1 **The Panel is asked to note the report.**

List of appendices to this report:

Appendix 1: Customer Report, Quarter 2 2024/25
Appendix 2: Sustainability Report, Quarter 2 2024/25
Appendix 3: Operations Report, Quarter 2 2024/25

List of Background Papers:

None

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Appendix 1

Customer Report, Quarter 2 2024/25 (23 June – 14 September 2024)

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1. Introduction

On 1 September 2024, we identified some suspicious activity on our IT system, we took immediate action to secure the network, ensuring all safety critical systems and processes were maintained. Our current focus is now on accelerating our recovery from the cyber incident, getting systems up and running again and ensuring the ongoing resilience of our organisation. We continue to work closely with the National Crime Agency and the National Cyber Security Centre throughout this process and have notified the Information Commissioner's Office.

Our photocard website was made temporarily unavailable during this time. As part of the measures implemented to deal with the incident, we took the difficult decision to temporarily pause new concession photocard applications while we undertook important security checks. While work continues to restore services, we have now safely brought back online the concession photocard website and begun to start processing new applications. We continue to prioritise the security of our network and customer data, continually monitoring our systems to ensure only those authorised can gain access.

Summary of key customer updates outside the Quarter

On 4 October 2024, we published our Advertising Annual Report 2023/24 detailing the work across advertising, commercial partnerships, brand licensing and filming and photography. The report showed that our advertising work contributed to the generation of £154m of commercial revenue last year. It also illustrated how our advertising estate continues to offer exciting and more attractive options to brands, such as a 3D anamorphic effect on our large format sites.

On 30 October, we announced an ambitious programme to increase and improve toilet provision on London's transport network, in support of our Equity in Motion plan to make London's transport network more accessible, fair and inclusive. The plan will see new accessible toilets delivered across the network, and improvements made to many existing facilities.

On 28 October, we strengthened the requirements for our world-leading Direct Vision Standard (DVS), which is playing a vital role in helping to save the lives of vulnerable road users in the capital. DVS measures how much a heavy goods vehicle (HGV) driver can see directly through their cab windows and sets minimum standards, to promote visibility and safe driving practices. We are now strengthening the minimum safety requirements for vehicles in the capital to reduce the level of risk that HGVs can pose to all road users, especially people walking and cycling.

To mark Priority Seating Week at the end of September, school children across the capital were encouraged to bring Priority Seating Week to life with creative artwork, with three lucky winners receiving tickets to a Merlin Entertainments attraction in London. The art competition, open to children aged six to 14, called for budding artists to submit photographs of an artwork they have created depicting why it is important for people to offer seats to people who need them. Children had until 17 November to apply, and entries will be judged by TfL's Independent Disability Advisory Group. Three lucky winners will see their artwork displayed on London's transport network and will receive tickets for a family of four to a Merlin

Entertainments attraction in London, and three runners up will receive return tickets for a family of four for the IFS Cloud Cable Car.

2. Measures used in this report

How we monitor and record our progress

Throughout this report, we use different metrics to analyse the performance of each mode of transport to ensure we have a suitable comparison and can clearly monitor progress and performance. This page provides an overview of these key measures.

Customer Care score

This is the percentage of Londoners who agree strongly or agree slightly that we care about our customers. It measures how well we consistently meet people's expectations, both during their journey and non-journey interactions with us. It is measured for TfL as a whole, as well as London Underground and London Buses.

Customer satisfaction

The quality of service is measured using an 11-point scale, from 10 (extremely satisfied) to 0 (extremely dissatisfied). We use an index to ensure results are straightforward and can be compared among themselves and over time. To calculate this index, the mean scores are converted to whole numbers out of 100. For example, a mean score of 6.62 becomes a customer satisfaction rating of 66.

3. Our scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor's Transport Strategy (MTS). This includes increasing the attractiveness of public transport and making cycling and walking safer, easier and more convenient. Central policies of the MTS is delivering a good public and transport experience.

The information below sets out the relevant quarterly scorecard metrics, accompanying targets and actual performance.

Measure	2024/25 Year-to-date actual	2024/25 Year-to-date target	2024/25 Full-year forecast	2024/25 Full-year target
Customer				
Londoners who agree we care about our customers (%)	59	56	56	56

* Data unavailable due to the cyber incident.

4. Customers

TfL cares about its customers

The proportion of Londoners agreeing with the statement 'TfL cares about its customers' was 61 per cent in Quarter 2 2024/25. This is an increase of four points from Quarter 1 of this year.

The year-to-date score of 59 per cent is three points above the annual target of 56 per cent. The Quarter 2 score in 2023/24 was 53 per cent, while the year-to-date score after Quarter 2 2023/24 was 54 per cent.

The percentage of public transport users (those who have used public transport in the last seven days) agreeing with the statement 'TfL cares about its customers' is 63 per cent for this Quarter; like all Londoners, this is also an increase of four points from the previous Quarter. The percentage of disabled Londoners agreeing 'TfL cares about its customers' is 53 per cent for Quarter 2 2024/25, a decrease of three points from Quarter 1 of this year.

Through analysis, we have identified the five key drivers that have the most influence on Londoners' perception of whether 'TfL cares about its customers'. These are:

- (a) TfL is an organisation I can trust
- (b) TfL supports customers when things go wrong
- (c) TfL communicates openly and honestly
- (d) TfL is investing to improve my journeys
- (e) TfL treats its customers fairly

Scores for all five key drivers increased in Quarter 2 compared to Quarter 1 2024/25. That increase is larger when comparing Quarter 2 2024/25 to Quarter 2 2023/24, with all the measures trending upwards. A continued focus on our core operational performance is critical, along with ensuring we support customers when there is disruption to services. Supporting customers when things go wrong continues to perform less well than the other drivers.

Satisfaction

Public Transport Customer Satisfaction Score (CSS) and overall satisfaction for individual modes remained broadly stable in Quarter 2, with no significant changes.

Public Transport CSS remained at 76 points. The overall satisfaction score for London Underground was 76, Bus was 77, London Overground was 78, Elizabeth line was 81 and Docklands Light Railway (DLR) was 77 points.

For the London Overground, satisfaction with helpfulness/general attitude of staff at stations increased significantly to 72 points, the highest score to date. Satisfaction with availability of seats on train also increased this Quarter, up two points to 74.

There were expected seasonal changes in satisfaction with temperature on London Underground, Bus and DLR.

All other on mode and at station/stop metrics were stable.

Calls

Our contact centres have been actively recovering from the recent cyber incident, providing essential support to customers who have been unable to access their accounts or some of our systems. Despite these challenges, we continue to offer on-the-go travel information. This includes assisting those applying for concessionary travel, such as Zip Oyster cards, who were unable to submit applications during the incident, and contactless customers who were unable to access their online accounts. We have begun the processing of over 200,000 delayed applications.

Additionally, we have started following up with customers who had to use other payment methods, such as adult Oyster cards and contactless payment cards, while waiting for their new concessionary cards, and we have begun the refund process. While prioritising customers who have been waiting the longest may impact our service levels, we are making steady progress in clearing backlogged contacts and resuming normal service. Our Visitor Centres are now focusing on the festive period, anticipating an increase in visitors and preparing to offer support and advice to travellers around the capital.

General Contact Centre calls

Telephone demand was up eight per cent on last Quarter, having received 539,919 calls, but remained down seven per cent on the same period last year. The increase was due to the annual photocard peak, which typically causes a rise in Quarter 2.

Correspondence remained broadly similar to Quarter 1, with 221,746 contacts received, but was 10 per cent lower than in Quarter 1 of the previous financial year.

The average speed of answer has risen, up 115 per cent on Quarter 1, at 624 seconds but remains six per cent lower than the same time last year, this rise is due to our photocard peak period, with customers requesting support with their applications ahead of the start of the academic year. Additionally, abandonment rates fell 25 per cent, landing on 8.46 per cent for the last Quarter and was also 13 per cent lower than last year.

The split between Telephony and Correspondence remains fairly stable with a slight swing toward Telephony on last Quarter, with 71 per cent of demand coming in by phone and 29 per cent as correspondence.

Road charging and Ultra Low Emission Zone (ULEZ)

Capita's Road User Charging Contact Centre continues to perform well within contractual targets. The average speed of answer for Quarter 2 is 67 seconds and the call abandon rate is three per cent against a target of no more than 12 per cent of calls. Call volumes so far this year are consistent with pre-ULEZ expansion levels.

Past five quarters

- (a) In Quarter 2 2023/24 there were 394,805 calls received; 377,087 calls answered; four per cent of calls abandoned and an average speed of answer of 80 seconds.
- (b) In Quarter 3 2023/24 there were 389,598 calls received; 376,651 calls answered; three per cent of calls abandoned and an average speed of answer of 50 seconds.
- (c) In Quarter 4 2023/24 there were 384,158 calls received; 376,449 calls answered; two per cent of calls abandoned and an average speed of answer of 32 seconds.
- (d) In Quarter 1 2024/25 there were 265,210 calls received; 261,711 calls answered; one per cent of calls abandoned and an average speed of answer of 25 seconds.
- (e) In Quarter 2 2024/25 there were 271,697 calls received; 263,966 calls answered; three per cent of calls abandoned and an average speed of answer of 67 seconds.

Past five years

- (a) In 2020/21 there were 1,145,772 calls received; 1,093,382 calls answered; five per cent of calls abandoned and an average speed of answer of 63 seconds.
- (b) In 2021/22 there were 1,590,871 calls received; 1,518,973 calls answered; five per cent of calls abandoned and an average speed of answer of 48 seconds.
- (c) In 2022/23 there were 1,251,212 calls received; 1,222,640 calls answered; two per cent of calls abandoned and an average speed of answer of 46 seconds.
- (d) In 2023/24 there were 1,421,749 calls received; 1,371,100 calls answered; four per cent of calls abandoned and an average speed of answer of 65 seconds.
- (e) In 2024/25 there have been 536,907 calls received to date; 525,677 calls answered; two per cent of calls abandoned and an average speed of answer of 46 seconds.

Taxi and private hire

The Licensing and Regulation contact centre is for vehicle licensing enquiries and is operated by our vehicle licensing service provider, Marston.

Call volumes in Quarter 2 2024/25 have decreased compared to Quarter 1. The average speed to answer is 26 seconds and the abandoned rate remains the same

as Quarter 1. The service continues to operate seven days a week with a good service.

Past five quarters

- (a) In Quarter 2 2023/24 there were 56,006 calls received; 54,152 calls answered; two per cent of calls abandoned and an average speed of answer of 50 seconds.
- (b) In Quarter 3 2023/24 there were 70,477 calls received; 68,033 calls answered; two per cent of calls abandoned and an average speed of answer of 67 seconds.
- (c) In Quarter 4 2023/24 there were 64,970 calls received; 63,625 calls answered; one per cent of calls abandoned and an average speed of answer of 40 seconds.
- (d) In Quarter 1 2024/25 there were 55,931 calls received; 54,849 calls answered; one per cent of calls abandoned and an average speed of answer of 39 seconds.
- (e) In Quarter 2 2024/25 there were 52,765 calls received; 52,176 calls answered; one per cent of calls abandoned and an average speed of answer of 26 seconds.

Past five years

- (a) In 2020/21 there were 222,291 calls received; 158,847 calls answered; 29 per cent of calls abandoned and an average speed of answer of 896 seconds.
- (b) In 2021/22 there were 235,135 calls received; 225,445 calls answered; four per cent of calls abandoned and an average speed of answer of 111 seconds.
- (c) In 2022/23 there were 346,552 calls received; 280,767 calls answered; 19 per cent of calls abandoned and an average speed of answer of 870 seconds.
- (d) In 2023/24 there were 252,810 calls received; 246,163 calls answered; two per cent of calls abandoned and an average speed of answer of 48 seconds.
- (e) In 2024/25 there have been 108,696 calls received to date; 107,025 calls answered; one per cent of calls abandoned and an average speed of answer of 33 seconds.

Complaints

London Underground complaints remained the same as last Quarter at 0.98 per 100,000 journeys and is currently 14 per cent lower than last year. It is worth noting

that maintaining the level of complaints was achieved against an increase in journeys.

The DLR and London Overground both saw increases in complaints (35 per cent and 49 per cent rises respectively). Lifts and escalators complaints were the main driver for DLR, while complaints about station staff and delays were the main aspects our customers complained about on London Overground.

The Elizabeth line saw journeys rise 11 per cent yet complaints still fell 25 per cent on last Quarter and are currently tracking 20 per cent lower than last year. Trams also reported a four per cent fall in complaints too, though this was against a reduction in journey numbers.

London Buses saw a slight (four per cent) increase in complaints per 100,000 journeys over last Quarter, though is currently tracking one per cent higher than last year overall. The main drivers for complaints on Buses remains staff.

Taxi and Private Hire both saw slight increases, with both rising six per cent over last Quarter; in both cases the main cause for complaint remains drivers.

We are anticipating a rise in complaints for Quarter 3; this is based on the current issues we are facing as a result of the cyber incident, combined with us entering the peak for photocard renewals.

Commendations

Overall commendations rose five per cent on last Quarter, with 1,188 received, but were one per cent lower than this time last year.

The most significant rise was seen on Buses, with commendations increasing 14 per cent over Quarter 1 (84 more) and six per cent higher than the same time last year. The Elizabeth line also saw improvements this Quarter, up six per cent on last Quarter and eight per cent on the previous year. London Underground and Overground both recorded slight falls on both last Quarter and the last financial year.

The remaining modes all saw drops in commendations, though at such low volumes that they are less significant to the overall picture.

Ticketing system availability (per cent)

In Quarter 2 2023/24 the actual overall availability of the London Underground ticketing system was 98.92 per cent which was a +0.92 per cent variance to the target and a -0.06 per cent variance to last year.

In Quarter 2 2024/25 the actual overall availability of the London Underground ticketing system was 99.29 per cent which was a +1.09 per cent variance to the target and a +0.37 per cent variance to last year.

In Quarter 2 2023/24 the actual overall availability of the London Buses bus validation system was 99.65 per cent which was a +0.65 per cent variance to the target and a 0.00 per cent variance to last year.

In Quarter 2 2024/25 the actual overall availability of the London Buses bus validation system was 99.80 per cent which was a +0.80 per cent variance to the target and a +0.15 per cent variance to last year.

Targets were exceeded for both London Underground and Buses in this quarter and year to date. Compared with Quarter 2 last year, there has been a further move to use contactless instead of Oyster.

Digital

Our focus remains the integration of Oyster and contactless card management functionality into the TfL Go app, however due to the cyber incident, release is now expected in Quarter 3 2024/25. We will also release updates in our customer facing digital channels to align with the London Overground rebrand in November. Work also continues towards a new status updates page on our website, and migrating our website onto a new, modern content management system.

See below stats for TfL Go:

- (a) 42.9 million average monthly screen views of TfL Go app (up 17.5 per cent on Quarter 2 2023/24)
- (b) 958,000 average monthly unique users of TfL Go app (up 24.8 per cent on Quarter 2 2023/24)
- (c) 3.6 million average monthly unique TfL website users (down 1.9 per cent on Quarter 2 2023/24)
- (d) 58.3 million average monthly page views of TfL website (down 29.2 per cent on Q2 2023/24).

Travel Demand Management

Sustainable commuting

The Travel Demand Management team collaborates with local employers to help their employees make more sustainable commuting journeys. Based on feedback from business, we recently refreshed our Travel Guidance for Businesses webpage, which now includes new videos offering useful tips for better journeys to work, on topics such as journey planning advice and information on quieter times to travel.

During the summer, we collaborated directly with employers, such as Guy's and St Thomas' NHS Foundation Trust and London City Airport, to support trials aimed at encouraging employees to commute more sustainably. Businesses have incentivised travel to encourage people to change their travel habits, and we are involved in monitoring the impact and outcomes so we can share the cases studies.

Notting Hill Carnival

Notting Hill Carnival returned in August, attracting thousands of people to London. Our demand management campaign encouraged Carnival-goers to use larger stations, such as Paddington, to travel to the event, easing pressure on the smaller stations nearby. We also collaborated with Google Maps for the first time to promote specific travel advice in the Carnival area. This multi-channel approach reached

millions of customers, with an increase in passenger numbers at Paddington suggesting that our travel advice was effective.

A40 Westway slip road closures

In July, one of a series of safety-critical projects got under way on the A40 Westway. This required several road closures in and around the Westway, a key route into central London.

To minimise disruption, the A40 Westway was closed in only one direction at a time. We implemented a travel demand management campaign to mitigate further impacts on Londoners, successfully encouraging drivers to use alternative routes. As well as notifying customers through email and social media, the campaign used paid marketing along the route, reaching over 100,000 daily road users.

Campaigns

Campaigns – customer information email volumes

Past five years

- (a) In 2019/20, we sent 205 million emails to customers as part of 1,101 customer email campaigns.
- (b) In 2020/21, we sent 211 million emails to customers as part of 685 customer email campaigns.
- (c) In 2021/22, we sent 226 million emails to customers as part of 950 customer email campaigns.
- (d) In 2022/23, we sent 302 million emails to customers as part of 625 customer email campaigns.
- (e) In 2023/24, we sent 275 million emails to customers as part of 821 customer email campaigns.

In 2024/25, we have sent 94 million emails to customers so far as part of 333 separate customer email campaigns. This would have been a significantly lower number of email sends, but two campaigns about the cyber incident accounted for over 14 million of the 94 million.

Marketing Campaigns

Workplace violence and aggression

Operational and customer-facing staff across the organisation regularly voice concerns that workplace violence and aggression (WVA) is rising, and that staff morale is low.

There is continually an array of work across TfL to combat WVA, and with a continued concern for staff's safety, on 19 August we introduced a new campaign to aid the ongoing work and further tackle WVA.

The campaign adopts a firm, direct tone of voice emphasising anyone who abuses our staff will face consequences and spotlighting successful prosecutions where perpetrators have been caught and faced penalties for their actions. This new approach aims to reassure staff that TfL will support them and will push for the strongest penalties, alongside challenging perpetrators by focusing on the certainty of getting caught. The multi-channel campaign launch included posters in stations ticket halls and bus stops, upweighted at hotspot areas, social media activity, continued employee comms articles to support staff in their role, a variety of stakeholder communications and national, local and trade press activity.

Cycle Sundays

Our TfL Cycle Sundays campaign, which encouraged non-cyclists to have a go at cycling on a Sunday, finished at the end of September. Advertising for the campaign promoted a range of support, including more 76 leisure routes, cycle training and special offers from TfL and partners which could be accessed via our website. A free Santander Cycles Day Pass was also available every Sunday in June. This resulted in 5,586 redemptions (63 per cent of which were new customers).

Travel for Life website launch

TfL Travel for Life is our accreditation programme to support schools to reduce car use, increase active travel and improve safety. We launched a new website in September in time for schools returning from the summer break. The new website has improved functionality, new features to make it easier to take part and inspirational content to help share the benefits of the programme with new schools, communities, and parents.

TfL Purpose campaign

Our Purpose campaign was relaunched, running from 8 to 25 August. The campaign continued to communicate our plan to make sustainable transport in London better for everyone by informing Londoners about the customer benefits of the improvements we have already made and are making, as well as our future plans. The advertising ran across TV, online video, radio and digital channels as well high-impact posters across our own network. The campaign supports both long- and short-term revenue generation and TfL's Customer Care metric.

Consultations

There were eight consultations this quarter:

- (a) Cycleway 9 – West Syon to Brentford
- (b) Changes to the 14, 414 bus route between Putney and central London
- (c) Trial of a new 310 bus route, operating between Golders Green and Stamford Hill Broadway
- (d) Changes to the 45, 118 and 59 bus routes in south London
- (e) Bus priority scheme in Lee High Road
- (f) Changes to the junction on A205 Brownhill Road/Torridon Road for three new pedestrian crossings
- (g) Safe and Healthy Streets improvements at Hogarth Roundabout
- (h) Silvertown Tunnel and Blackwall Tunnel user charges

We are planning to launch nine consultations in Quarter 3.

Bus Route changes and proposals

From 26 October 2024, bus route U2, which operates between Uxbridge station and Brunel University began serving Oak Farm Estate in North Hillingdon at all times rather than just between 09:30 and 16:30 Monday to Saturday, following a consultation that took place in late 2023.

We also increased frequencies on route U4 on 26 October, which operates between Hayes and Uxbridge, all day on Sundays, all evenings and Saturday early mornings. From Saturday 2 November, we increased frequencies on all days of the week on route 370, which runs between Lakeside Shopping Centre and Romford, to meet current and expected demand.

We ran a number of consultations covering bus services in central London to better match capacity to current and expected demand. These include proposing to merge bus routes 14 and 414, with the 414 no longer running. The 414 currently operates between Putney Bridge station and Marble Arch on a similar route to the 14. Route 14 would continue to run between Putney Heath and Russell Square and frequencies would be increased at all times. This consultation ran from 2 September to 13 October 2024.

We also launched our consultation on proposals during this time to make changes to routes 45, 59 and 118 between Elephant & Castle, Camberwell, Brixton, Clapham Park, Streatham and Morden. Route 45 currently operates between Elephant & Castle and Clapham Park; we propose to operate the 45 between Camberwell Green and Morden. The section of the restructured 45 between Brixton and Morden would be the same routeing as current 118 which would no longer run. To maintain links between Brixton, Brixton Hill and Clapham Park we are proposing to change route 59, which currently operates between St Bartholomew's Hospital and Streatham Hill, so it runs between St Bartholomew's Hospital and Clapham Park.

On 21 October 2024, we launched a consultation to restructure routes 30 and 205, we are proposing shortening route 30 so it runs only between Hackney Wick and Euston instead of to Marble Arch. To cover links between Euston and Marble Arch we would restructure route 205 so it runs between Mile End and Marble Arch following the current 30 west of Euston instead of running between Mile End and Paddington.

Route 27 will continue to provide links between Warren Street, Baker Street and Paddington. This consultation closes on 2 December.

A consultation on a proposal to shorten the 343 slightly at its northern end launched on 28 October and closes on 6 December, this would shorten the route, so it runs between New Cross and Tower Gateway instead of between New Cross and Aldgate. Routes 42 and 78 will continue to maintain links between Tower Bridge and Aldgate. We are also proposing to change the routeing of the 15 around Aldgate bus station to improve interchange.

On 4 November, we launched a consultation on a proposal to shorten bus route 452 so it runs between Vauxhall and Notting Hill Gate instead of Vauxhall and Kensal Rise. It currently only runs as far as Ladbroke Grove. Route 52 will continue to

provide links between Knightsbridge, Notting Hill Gate, Ladbroke Grove and Kensal Rise. This consultation closes on 13 December 2024.

London Assembly scrutiny

For the period covered by this report, the Assembly scrutiny sessions that took place, which are relevant to TfL included:

- (a) 10 July 2024: the London Assembly Transport Committee
- (b) 11 July 2024: the London Assembly Oversight Committee
- (c) 18 July 2024: Mayor's Question Time
- (d) 23 July 2024: the London Assembly Budget and Performance Committee
- (e) 3 September 2024: the London Assembly Transport Committee
- (f) 5 September 2024: Assembly Plenary – Transport
- (g) 12 September 2024: Mayor's Question Time

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Appendix 2

Sustainability Report, Quarter 2 2024/25 (23 June – 14 September 2024)

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1. Introduction

Summary within the Quarter

In Quarter 2, we published our annual report detailing the progress we have made against our scorecard targets. For financial year 2023/24, we developed our climate related financial disclosures and, for the first time, we also included nature related financial disclosures, using the Taskforce for Nature Related Disclosures framework.

The Ultra Low Emission Zone (ULEZ) Six-Month Report, published on 19 July 2024, evaluated the impact of the London-wide scheme in the first six months of its operation. The data shows that the scheme has been highly effective at reducing the proportion and number of older, more polluting vehicles on London's roads. The ULEZ scrappage scheme closed on 8 September 2024, with 54,716 applications approved and more than £188m committed.

Our trial of air filtration units at Baker Street station completed on 12 September 2024. The aim of the trial was to test the effectiveness and practicality of this type of technology at reducing the impact of dust on air quality on the Underground. We are currently analysing the outputs from the trial. Our 2024 annual monitoring of Underground air quality has continued through this period in driver cabs across eight Tube lines and in 24 stations.

Within our Bus fleet we now operate over 1,715 zero-emission buses, which rely on electricity or hydrogen, and we remain on track to increase this to 1,900 vehicles by the end of this financial year.

Over 5,400 of our colleagues have now completed Carbon Literacy training since its launch in July 2022. In July 2024, Shruti Shah, a High Voltage Power Engineer, was recognised as the 100,000th person to be certified by the Carbon Literacy Project globally. In July, we also launched the first in a series of pilot training sessions focusing on Adaptation, Biodiversity and Green Infrastructure.

Summary of key performance issues outside the Quarter

On 31 October 2024, we released our Solar Private Wire tender, under which we are looking to appoint a delivery partner to facilitate the roll out of solar energy generation directly connected to TfL's network. As one of the largest single electricity consumers in the UK with a use of approximately 1.6 terra-watt hours per year, we seek to utilise renewable energy opportunities and run our operations using 100 per cent renewable electricity.

On 17 October, we announced that the Marylebone Flyover rain gardens are now ready for rainfall after the final plants went into the ground, thanks to the children in Christ Church Bentinck School's Eco Club. Drainage has been installed underneath the road surface at the site of a disused subway system, and the ramps and stairs have been transformed into porous rain gardens, able to capture rainfall from approximately 3,500 square metres of catchment.

In October 2024, we appointed consultants to support a tidal flood defences baseline project, jointly funded by us and GLA Land and Property, the Greater London

Authority's (GLA) property subsidiary. This phase of the project will help us determine where tidal flood defences occur on GLA Group land and identify any additional associated data that can be used to help prioritise future work.

On 10 October 2024, the Environment Agency issued a fine to London Underground of £150,000 for not completing the removal of all polychlorinated biphenyls (PCBs) by the end of 2023 as required by an earlier Compliance Notice, which has been paid. The Environment Agency also require the removal of all PCBs by the 31 December 2024. The last of the equipment which we suspect contains PCBs will be removed and replaced by the deadline. The Environment Agency has acknowledged the mitigating circumstances which delayed the PCB removal programme and our extensive actions throughout the removal programme to ensure the London Underground network is free from PCBs when deciding on the level of fine.

In October 2024, we were awarded the Institute of Couriers Eco-decarbonisation award for biodiversity excellence on our roadsides, accepted by Charles Snead, our Asset Operations lead for environment and energy, who has spearheaded the delivery of our wildflower verge expansion since 2019. This award recognises our efforts to increase biodiversity throughout London.

2. Measures used in this report

How we monitor and record our progress

Throughout this report, we use different metrics to analyse the performance of each mode of transport to ensure we have a suitable comparison and can clearly monitor progress and performance. This page provides an overview of these key measures.

CO₂e emissions from TfL operations and buildings

This metric 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, London Underground, Rail). London Underground energy and Buses emission forecasts are aligned to percentage service operated and revised budget operated kilometre targets respectively.

Sustainable Urban Drainage Systems (SuDS) delivery

This measure captures the cumulative total new rainwater catchment area draining into sustainable drainage systems delivered via TfL projects (in square metres).

Green milestone delivery

This measure is a basket of delivery milestones, which each have an assigned delivery date within the 2024/25 financial year. They will cover the delivery of Green (or carbon-specific) activities that involve all teams across TfL and focus on the delivery of key operational, investment activities and work underway in planning stages.

3. Our scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor's Transport Strategy (MTS). This includes increasing the attractiveness of public transport and making cycling and walking safer, easier and more convenient. Central policies of the MTS is delivering a good public and transport experience.

The table below sets out the relevant quarterly scorecard metrics, accompanying targets and actual performance.

For operational areas not included on the scorecard, we have included the metric used at an operating business level to provide appropriate insight.

Measure	2024/25 Year-to-date actual	2024/25 Year-to-date target	2024/25 Full-year forecast	2024/25 Full-year target
Sustainability				
CO ₂ emissions from TfL operations and buildings (ktonnes CO ₂ e)	362	358	777	773
Sustainable Urban Drainage Systems (SuDS) delivery (sqm)	3,547*	0*	7,708**	9,000
Green milestone delivery (%)	9	18	82	90

* The first project was expected to be delivered in Period 7(Quarter 3), but it was delivered early in Period 6 (Quarter 2).

** SuDS delivery likely to beat floor target of 5,000 sqm, but some cost and delivery challenges may make full target difficult.

4. Sustainability

Annual Sustainability Reporting

In Quarter 2, we published our annual report detailing the progress we have made against our scorecard targets. Environment and sustainability are at the heart of our decisions and a key thread to all we do and run throughout the heart of our annual reporting. This year we worked to develop our climate related financial disclosures, making progress across the four key pillars of: governance, strategy, risk and impact management, and metrics and targets.

For the first time, we have also included nature related financial disclosures, using the Taskforce for Nature Related Disclosures framework. By looking at the financial value of our natural assets we will be able to invest in business growth and outcomes that will support and enhance nature. Nature related risks and opportunities have been assessed through our Natural Capital account, so that these can be built into our strategic planning processes and future financial disclosure reporting. We will continue to build on our climate and nature related disclosures work, by following best practise and the science based frameworks, to reduce our risks and ensure our reporting is globally relevant and accessible.

Air Quality

London-wide Ultra Low Emission Zone

The ULEZ Six-Month Report, published on 19 July, evaluated the impact of the London-wide scheme in the first six months of its operation. The data shows that the scheme has been highly effective at reducing the proportion and number of older, more polluting vehicles on London's roads. It also shows:

The ULEZ expansion is working better than predicted, with London's air quality continuing to improve at a faster rate than the rest of England, and pollutant emissions in 2023 reducing dramatically compared to a scenario without the London-wide expansion

- (a) PM2.5 exhaust emissions from cars in outer London are estimated to be 22 per cent lower than without the expansion;
- (b) Within the outer London ULEZ area, NOx emissions from cars and vans are estimated to be 13 and seven per cent lower than a scenario without the expansion. This is equivalent to removing 200,000 cars from the road for one year;
- (c) Overall, NO2 concentrations in outer London are estimated to be 21 per cent lower than without the ULEZ and its expansions;
- (d) 96 per cent of vehicles seen driving in London as a whole are now compliant, with a 53 per cent reduction in non-compliant vehicles in only six months.

Work is now underway in producing the One Year Report. This will provide a fuller analysis of the scheme, once a full year of air quality monitoring data is available and will be supported by an advisory group of external experts.

The main mitigation to the ULEZ, a £210m scrappage scheme, to support London residents, charities and small businesses, closed to new applications on 8 September 2024, due to a period of slowing application rates. It is proposed that any funds remaining following the planned closure will be considered for other uses to further the MTS.

Data up to the closure date of 8 September 2024, shows that 54,716 applications have been approved and more than £188m has been committed. Since 15 March 2024, when donating non-compliant vehicles to Ukraine, via a trusted partner, for humanitarian reasons, was permitted, over 500 vehicles have been donated. A full evaluation of the scrappage scheme is now underway, with publication of a report due by the end of this financial year.

To support with the ULEZ expansion, a number of ULEZ support offers were also secured to help Londoners (irrespective of whether they received a scrappage grant) save money and use greener, cleaner forms of transport. This includes offers from over 30 partners receiving money off hire and subscription services for bikes, e-bikes, cargo bikes and e-scooters, discounts on car clubs and many other great deals. To date, there have been over 2,000 redemptions of the ULEZ support offers and continue to run for a limited time only.

This is in addition to a set of temporary exemptions (“grace periods”) to support disabled people, community transport minibuses, people using wheelchair accessible vehicles, and businesses and charities with brand-new compliant vehicles or a retrofit solution on order. Over 7,500 applications have been accepted to date for these grace periods. Further, we also recently extended the ‘minibuses used for community transport’ grace period by two years to match the other grace periods (October 2027) to further support this group.

Air Quality on the London Underground

Our programme to tackle air quality on the London Underground, focuses on enhancing our track cleaning, undertaking academic research, and regular monitoring, as well as using innovative technologies to reduce dust.

Our trial of air filtration units at Baker Street station completed on 12 September 2024. The aim of the trial was to test the effectiveness and practicality of this type of technology at reducing the impact of dust on air quality in the Underground. We are currently analysing the outputs from the trial and what lessons we can learn for the future and are now looking forward to other air filtration trials elsewhere on the network.

We are developing a funding bid to the European Institute of Technology Urban Mobility to help support funding for a trial of new air quality monitoring technology on the Tube. We have been pulling together a consortium of partners for the bid and a possible future trial made up of technical, academic and city partners.

Our 2024 annual monitoring of Underground air quality has continued through this period in driver cabs across eight Tube lines and in 24 stations. While driver cab monitoring has completed, station monitoring was being finalised during this period, with reports expected to be published later this year.

Climate Change Mitigation

Zero-emission Buses

London continues to have the largest zero-emission bus fleet in western Europe, having grown from just 30 buses in 2016. Within our fleet we now operate over 1,715 zero emission buses, which rely on electricity or hydrogen rather than fossil fuels, and we remain on track to increase this to 1,900 vehicles by the end of this financial year. Since March this year, four further routes have converted to zero-emission – namely routes 152, 276, 307 and 384. Our opportunity charging trial on route 358, expected to launch later this year, will continue to build on the electric bus charging infrastructure network by using pantograph technology, which allows vehicles to charge while in service. Leveraging this type of technology, is a key component in our vision be a strong, green heartbeat for London.

Building decarbonisation

We continue to progress building decarbonisation projects that were previously awarded Public Sector Decarbonisation Scheme funding at Therapia Lane Tram Depot, Neasden Depot and Finchley Central Signal Depot. Plans for the decarbonisation at the selected buildings include measures to remove the reliance on life expired gas heating assets by replacing boilers with air source heat pumps as well as energy saving installations including LED lighting, solar panels and improved insulation.

We have been working on feasibility studies at a further six of our buildings on our operational estate as part of our building decarbonisation programme which were completed in November 2024. This work was undertaken in partnership with Arcadis, who are providing technical support in developing the second tranche of feasibility studies. In parallel, we have continued to work with Arup, our existing partner for the development of the first tranche of feasibility studies, on six of our buildings, to add more detailed assessment of carbon saving options to early-stage Phase 3 Low Carbon Skills Fund reports. The two sets of feasibility studies combined with the first package of work with Arcadis means we have now completed building decarbonisation feasibility studies for 39 buildings across our operational estate. The outputs of the studies have improved our understanding on the suitability of interventions for decarbonising different types of buildings by looking at their associated cost, carbon and programme impacts. The findings have enabled the team to conduct prioritisation exercises for which buildings we should focus on progressing first to further design and delivery stages.

Solar Private Wire

Through our Solar Private Wire project we are aiming to connect new to earth, solar PV (photovoltaic technology that uses sunlight to generate electricity) in close proximity to our network, which may not necessarily be on our own estate. This will enable TfL to connect to solar PV at a scale that far exceeds that which is available solely on our own rooftops and land.

Procuring renewable energy in this way means we would bypass the National Grid for such energy and significantly reduce carbon emissions associated with our operations. The scheme has the potential to deliver up to 64 megawatts of electricity per year. Our current plan is to appoint a Delivery Partner, to a Single Supplier Framework by January 2026.

After the reporting period for this report, on 31 October, we released our Solar Private Wire tender, under which we are looking to appoint a delivery partner to facilitate the roll out of solar energy generation directly connected to TfL's network. As one of the largest single electricity consumers in the UK with a use of approximately 1.6 terra-watt hours per year, we seek to utilise renewable energy opportunities and run our operations using 100 per cent renewable electricity.

Carbon Literacy training

Since we launched our Carbon Literacy training programme in July 2022, over 5,400 of our colleagues have now completed this training. In July 2024, Shruti Shah, a High Voltage Power Engineer, became the 100,000th person to be certified by the Carbon Literacy Project globally. Of the first 100,000 people to be certified globally, more than 4,200, or more than four per cent of the global total were trained at TfL. After being deemed outstanding by our Safety, Health and Environment directorate, Shruti's pledges were put forward to be a candidate for the 100,000th certificate. Shruti has pledged to consider carbon efficient products in her design, assess the total life cycle of electrical equipment, utilise our own internally developed carbon model tool in her projects, and instigate conversations around carbon reductions within her team.

Climate Change Adaptation

Improving Sustainable Drainage on our Network – Marylebone Flyover

We are supporting London to tackle the impacts of flooding from surface water by installing SuDS across our network. SuDS reduce flooding risk by slowing and reducing the amount of rainwater that reach the drainage networks, and can include rain gardens, permeable paving and green roofs. They are a key part of our Adaptation Plan's aim to help to make our capital more resilient to the effects of extreme weather, while also supporting biodiversity.

Following this reporting period, on 17 October we announced that the Marylebone Flyover rain gardens are now ready for rainfall after the final plants went into the ground, thanks to the children in Christ Church Bentinck School's Eco Club. Drainage has been installed underneath the road surface at the site of a disused subway system, and the ramps and stairs have been transformed into porous rain gardens, able to capture rainfall from approximately 3,500 square metres of catchment. The gardens have been planted with a variety of trees, shrubs and flowers that have been curated to support pollinating insects, while thriving in the local climate with minimal maintenance.

With a target to create a minimum of 5,000 square metres of additional catchment draining into SuDS per year, in alignment with the MTS, this project has made a significant contribution to this target being achieved this financial year.

London Climate Resilience Review and London Surface Water Strategy

We are supporting London to become a more resilient city by working with the GLA and other organisations and local authorities, on the London Climate Resilience Review, which was published on 17 July 2024. The review was commissioned by the Mayor of London to make recommendations on how London can become more resilient to increased extreme weather events, in response to the heavy flooding in 2021 and the record-breaking heatwave of 2022. We attended and contributed to a

series of workshops, took part in an interview, and reviewed and provided feedback on draft reports.

Our Green Infrastructure and Biodiversity Plan, published in March this year, and Transport Adaptation Steering Group were mentioned as exemplars in this field. The review also strongly endorsed our work for the London Surface Water Strategic Group, which published an [interim report](#) in July.

However, the review also identified areas for improvement. Guided by our Climate Change Adaptation Plan (2023) to help us prioritise, we must proceed with retrofitting our existing infrastructure to enable it to cope with the impacts of climate change. We must also accelerate our action to launch a pilot to identify weather as a contributing factor of asset degradation. Related to this work, we are piloting the integration of weather as contributory factor in London Underground electronic incident reporting, ahead of a TfL-wide assessment of incident reporting systems.

Tidal flood defences baseline project

In line with our Climate Change Adaptation Plan, in October 2024 we appointed consultants to support a tidal flood defences baseline project, jointly funded by us and GLA Land and Property, the GLA's property subsidiary.

The Environment Agency only owns 12 per cent of London's tidal flood defences. As landowners, we therefore need to have a proactive programme in place to ensure that tidal flood defence structures on our land will be raised to required future levels where necessary. This phase of the project will help us determine where tidal flood defences occur on GLA Group land and identify any additional associated data that can be used to help prioritise future work.

The aim is for all tidal flood defence structures on GLA Group land to eventually be surveyed, which will enable us to develop a programme of future improvement work in line with the Thames Estuary 2100 Plan.

Launch of training pilot for Adaptation, Biodiversity and Green Infrastructure

In July, we launched the first in a series of pilot training sessions focusing on Adaptation, Biodiversity and Green Infrastructure. The aim of this training is to give colleagues working in relevant areas an awareness of the challenges and opportunities surrounding each of these themes to ensure we are best placed to continue to serve London for generations to come. Following the pilot sessions, we plan to assess how best to target and implement to the most relevant colleagues.

Green Infrastructure and Biodiversity

National Courier Award for biodiversity excellence

In June this year, we announced that we had delivered on our pledge of doubling our area of wildflower verges, so that we now have over 260,000 square meters of wildflower verges on our road network. Wildflower verges encourage biodiversity (allowing wildflowers to thrive and supporting pollinators, such as bees and butterflies), and can lead to greater amounts of carbon being stored in the soil. The programme is a key part of TfL's Green Infrastructure and Biodiversity Plan, which sets out how London's strategic transport authority will seek to respond to the ecological crisis. In October 2024, we were awarded the Institute of Couriers Eco-

decarbonisation award for biodiversity excellence on our roadsides, accepted by Charles Snead, our Asset Operations lead for environment and energy, who has spearheaded the delivery of our wildflower verge expansion since 2019. This award recognises our efforts to increase biodiversity throughout London. We will continue to maintain these verges to ensure they remain safe for all road users, while seeking further opportunities to expand wildflower verges in future years.

Best Environmental Practices

Removal of Polychlorinated Biphenyls assets

On 7 October 2019, we received a Compliance Notice from the Environment Agency requiring the removal of all equipment containing PCBs on the London Underground network by the end of 2023. PCBs on our network were safely contained within electrical components, not accessible to the public and had not escaped into the environment. We made good progress in complying with the Notice, however, due to a number of issues which were outside of our control, including the coronavirus pandemic, we were unable to remove and replace all PCBs by that date. We have continually updated the Environment Agency with our progress in removing PCBs from the network, including where there were risks to completion. At the end of 2023 we confirmed to the Environment Agency that the remaining PCBs would be removed from the London Underground network by the end of 2024.

On 10 October 2024, the Environment Agency issued a fine to London Underground of £150,000 for not completing the removal of all PCBs by the end of 2023 as required by the Compliance Notice, which has been paid. The Environment Agency also require the removal of PCBs by the 31 December 2024. The last of the equipment which we suspect contains PCBs will be removed and replaced by the deadline. The Environment Agency has acknowledged the mitigating circumstances which delayed the PCB removal programme, and our extensive actions throughout the removal programme to ensure the London Underground network is free from PCBs, when deciding on the level of fine.

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Appendix 3

Operations Report, Quarter 2 2024/25 (23 June – 14 September 2024)

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1 Introduction

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London Underground journey time

Bus journey time

Rail journey time (Elizabeth line, Trams, DLR, London Overground)

Services operated (Victoria Coach Station, Dial-a-Ride, IFS Cloud Cable Car, Woolwich Ferry)

Roads disruption

Santander Cycles

1. Introduction

Summary within the Quarter

Journey time data for Quarter 2 is unavailable due to the cyber security incident, however, we have included the summary of the performance for Quarter 2.

On 4 November 2024, we introduced a new timetable on the DLR to address the service challenges as a result of the speed restrictions we introduced on some sections of the DLR. The new timetable will see services return to broadly the same levels before the speed restriction.

We continue to work on the recovery of our Central line fleet to improve the service we deliver for our customers.

Trip requests on Dial-a-Ride continue to increase steadily and we had the highest trip request fulfilment levels since the booking and scheduling system has been in place.

We reached an agreement on a range of measures to address pay issues for London Trams workers with Unite the Union. As a result, strike action on the tram network was suspended in July.

Summary of key performance issues outside the Quarter

The Elizabeth line won the Stirling prize at the highly prestigious Royal Institute of British Architects awards for architecture and the design of an inclusive and cohesive transport system. This is one of the most prestigious architectural awards in the UK and is a great testament to all who have worked on this great addition to our network.

During Period 8 (13 October to 9 November), the Elizabeth line had its best performance since the commencement of through running.

In October, the rollout of the additional e-bikes concluded bringing the total fleet to 2,000. The Santander Cycles e-bikes continue to be extremely popular, with more than 1.5 million e-bike hires. Santander Cycles offers students and recent graduates a 25 per cent discount on an annual subscription. September saw the best ever month for redemptions of the student concession with 750 subscriptions.

We supported London Poppy Day activity across our network. Poppy decals were displayed on the front of a number of London Underground, Overground, DLR and Elizabeth line trains as well as Trams. Ten gondolas on the Cable Car and a number of buses were wrapped with the poppy design. London Underground, Victoria Coach Station, and some of the London Overground stations featured poppy-themed roundels.

On 20 November, we introduced our first end to end electric bus 'opportunity charging' trial on route 358. The new, stylish, tram-like buses powered by pantograph runs between Crystal Palace and Orpington on one of London's longest bus routes. The forward-thinking pantograph technology allows fast, high-power top-

ups of the new buses at each end of the 15-mile journey, without requiring drivers to return to garages to recharge.

2. Measures used in this report

How we monitor and record our progress

Throughout this report, we use different metrics to analyse the performance of each mode of transport to ensure we have a suitable comparison and can clearly monitor progress and performance. This page provides an overview of these key measures.

Journey time

Bus journey time

This is the overall time a customer must allow to complete a journey on our high-frequency bus routes. It includes wait time, in-vehicle time, interchange, crowding and buffer time, and is weighted by customer demand and the perceived value of the customer's time to measure the overall experience.

London Underground journey time

This is a demand-weighted average of all London Underground customer journey times and comprises wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind), and on-train delays.

Rail journey time

The rail journey time measure is calculated in the same way as the London Underground journey time measure, for each of the individual rail modes: Elizabeth line, Trams, DLR and London Overground. These can be combined into a single demand-weighted value for the rail modes as a whole.

Scheduled services operated

Victoria Coach Station departures

This measure shows the number of scheduled coaches departing from Victoria Coach Station.

Dial-a-Ride

The proportion of journey requests the on-demand team was able to fulfil.

London Cloud Cable Car availability

This measure shows the percentage of the scheduled operating time that the IFS Cloud Cable Car was available. It is calculated as the scheduled operating time (total hours and minutes) minus downtime when the service was closed to passengers.

Woolwich Ferry availability

This measure shows the percentage of the scheduled operating time that the Woolwich Ferry was available. It is calculated as the scheduled operating time (total hours and minutes) minus downtime when the service was closed to passengers.

Roads and traffic

Road disruption

This metric measures delays by comparing vehicle journey times to the same quarter in 2019/20, expressed as a percentage of the baseline figure. This is to ensure that unplanned disruption and planned works and events are managed effectively.

Tracking road disruption remains important for us to meet our duties under the Traffic Management Act and our obligations as a strategic traffic authority. This measure only covers the TfL Road Network – the strategic roads in London that we manage, including most of the capital's red routes.

Santander Cycles

This measure shows hires made from a docking station through keys, mobile app and code for longer than one minute.

3. Our scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor's Transport Strategy (MTS). This includes increasing the attractiveness of public transport and making cycling and walking safer, easier and more convenient. Central policies of the MTS are delivering a good public and transport experience.

The table below sets out the relevant quarterly scorecard metrics, accompanying targets and actual performance.

For operational areas not included on the scorecard, we have included the metric used at an operating business level to provide appropriate insight.

Measure	2024/25 Year-to- date actual	2024/25 Year-to- date target	2024/25 Full-year forecast	2024/25 Full-year target
Operations				
London Underground journey time (minutes)	*	26.4	*	26.6
Bus journey time (minutes)	*	33.9	*	34.1
Rail journey time – Elizabeth line, Trams, DLR, London Overground (minutes)	*	26.9	*	27.1

*Data unavailable due to cyber security incident.

4. Operations

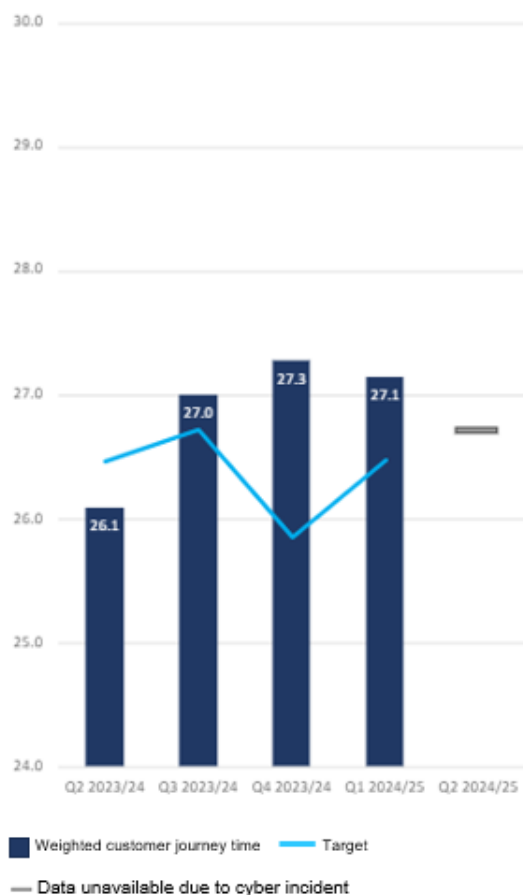
Providing safe, clean and reliable services to our customers

London Underground journey time

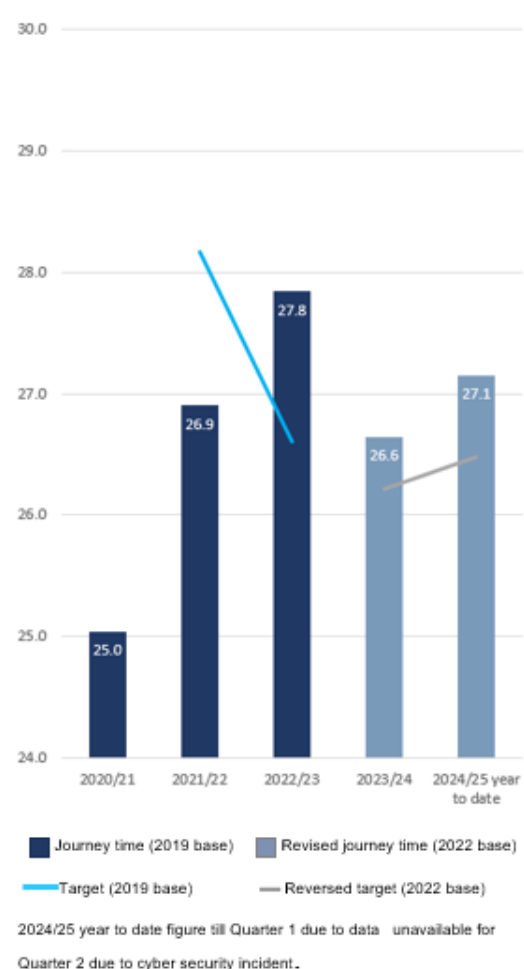
This is a demand-weighted average of all Tube customer journey times and is comprised of wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind), and on-train delays. It measures the journey times that customers actually experience when they use the Tube.

London Underground journey time

Past five quarters (minutes)



Annual trend (year to date)



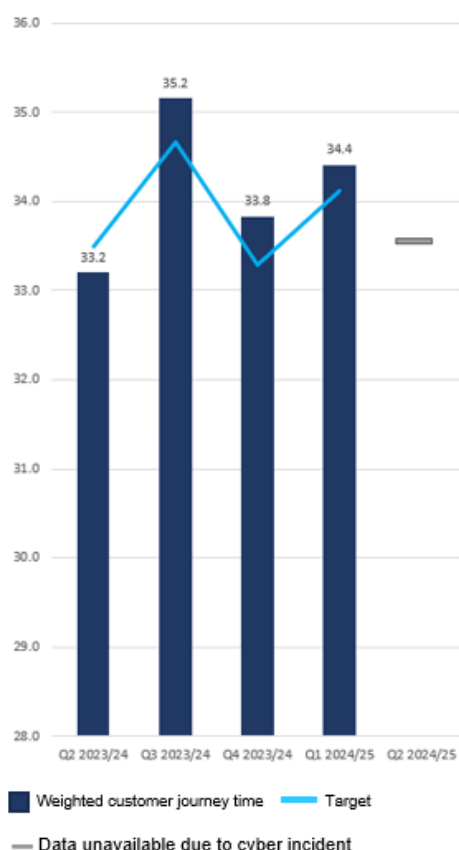
Fleet and train operator availability remain the biggest drivers of London Underground journey time. Significant progress has been made with fleet availability on the Northern and Central lines. While challenges persist on the Jubilee line, our engineering teams actively worked with our supply chain to improve the availability of key parts. Train Operator availability continues to improve, with a reduction in train cancellations compared to last year.

Bus journey time

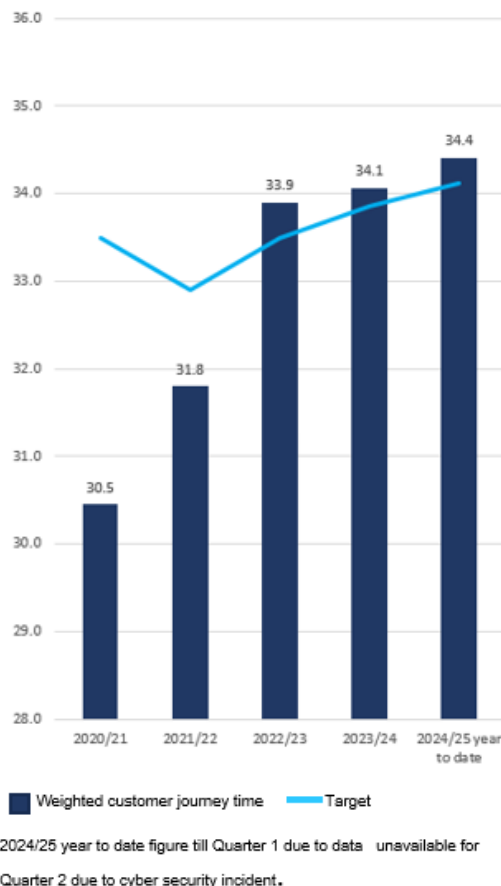
We measure the average time our passengers spent on their bus journey, which is an accumulation of all stages of a customer's journey, in minutes. It enables us to monitor the performance of our bus service from the perspective of our customers. Quicker and more reliable journeys are likely to make public transport more competitive with private transport.

Bus journey time

Past five quarters (minutes)



Annual trend (year to date)



We are operating in a challenging environment on the road network as congestion increases and we have experienced disruption both from localised roadworks and major schemes that lead to traffic diversions and can impact on buses across a wide area. While performance data is unavailable, we continue to deliver initiatives to improve bus speeds and mitigate delays on the road network.

We focus on improving bus speeds in partnership with our operators and London boroughs. There are over 20 workstreams contributing to this with high-priority workstreams including:

- (a) Further deployment of bus priority at signalised junctions
- (b) Migration to a new traffic control system

- (c) Multiple measures to improve the management of road networks to minimise impact on buses, including the expansion of Lane Rental across London
- (d) Optimising schedules including better use of technology in identifying possible improvements
- (e) Continuing to implement new bus lanes toward our Bus Action Plan target of an additional 25km of bus lanes by the end of this financial year (11km delivered to date)

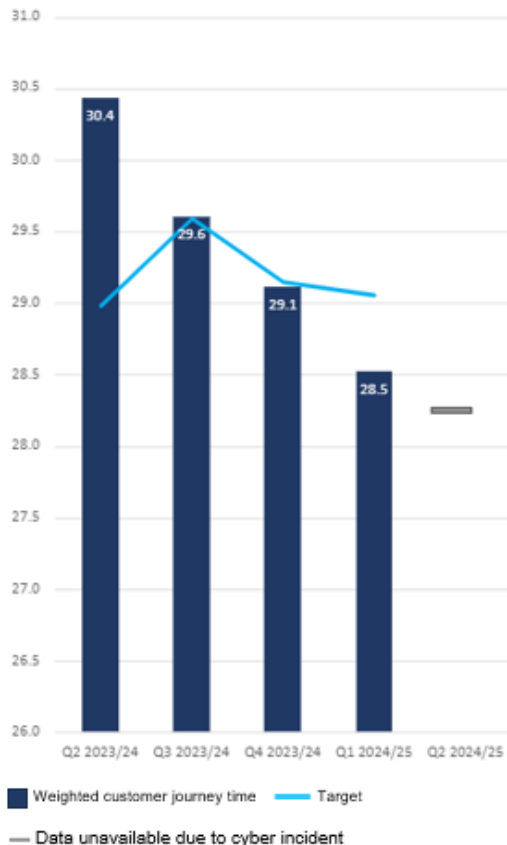
These measures will improve reliability as well as speeds, contributing further to the Journey Time Measure. Work continues with our operators to address mechanical issues on buses to ensure the availability of vehicles is as high as possible.

Rail journey time

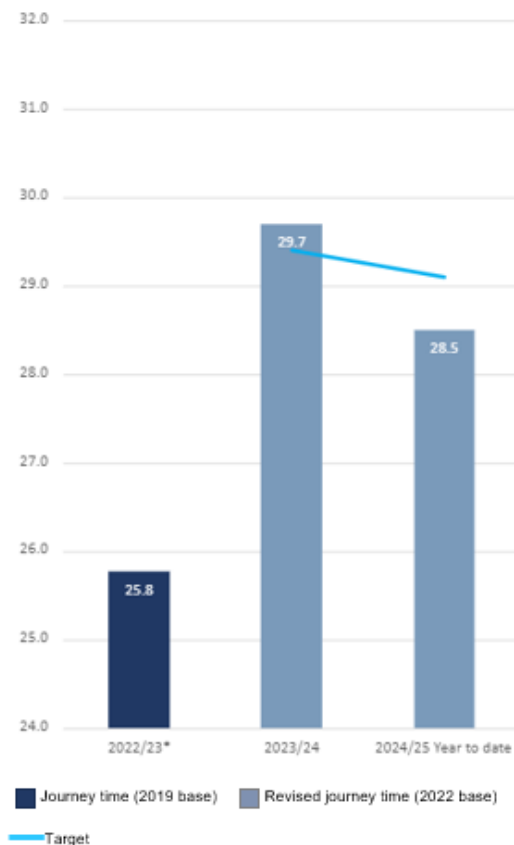
We measure the average time our passengers spent on their Rail journey, which is an accumulation of all stages of a customer's individual journey, in minutes. This enables us to monitor the performance of our rail service from the perspective of our customers. Quicker journeys are more likely to encourage people back onto our network as we recover from the pandemic.

Elizabeth line journey time

Past four quarters (minutes)



Annual trend (year to date)

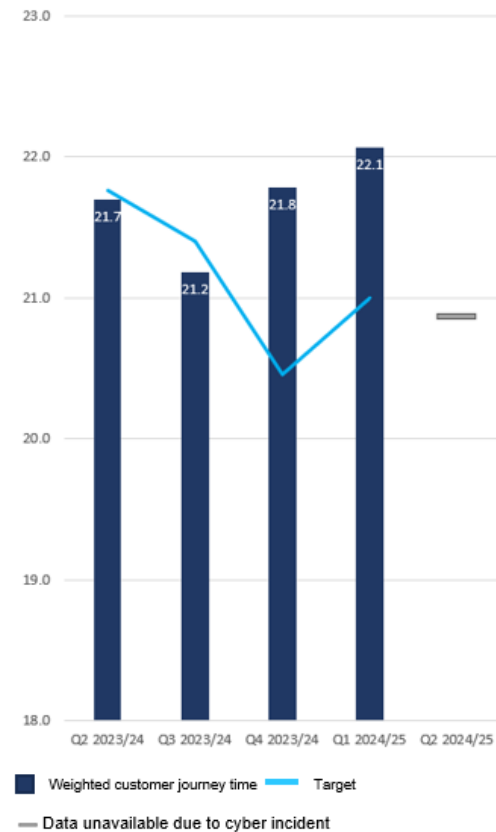


2024/25 year to date figure till Quarter 1 due to data unavailable for Quarter 2 due to cyber security incident.

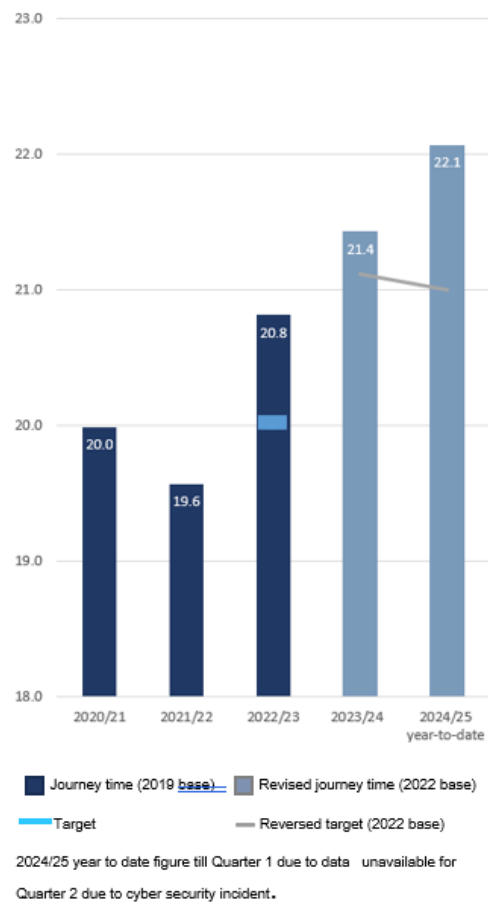
Progress continues in terms of the reliability of the Class 345 trains, with the impact of faults sharply reduced compared to earlier in the year. Work continues with Network Rail Western to facilitate improvements through their 'Project Brunel' programme. Recent work has focused on improving track condition, with extra access for Network Rail engineers on evenings and weekends to resolve long standing issues. These initiatives should lead to higher reliability going forward.

Trams journey time

Past five quarters (minutes)



Annual trend (year to date)



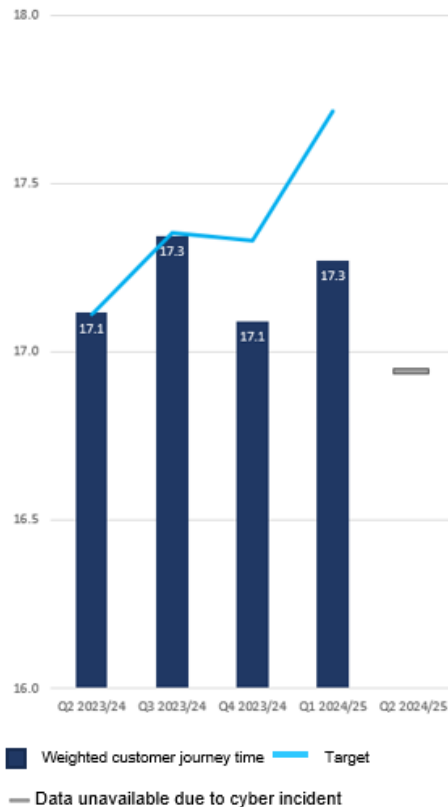
Performance has improved this quarter. Customer journey time continue to reflect ongoing fleet issues, resulting in a reduced timetable due to lack of availability of trams and defective trams being taken out of service. We are working closely with Alstom and other key suppliers to agree on the reliability improvements by sourcing key spare components which are approaching obsolescence. This will improve overall availability and in turn improve performance and reliability.

On 7 and 8 September, essential engineering works to replace worn-out rail tracks was completed between Dundonald Road and Wimbledon. On 1 August and 15 September, Croydon Town Centre was closed to replace defective rail within the embedded section of the track.

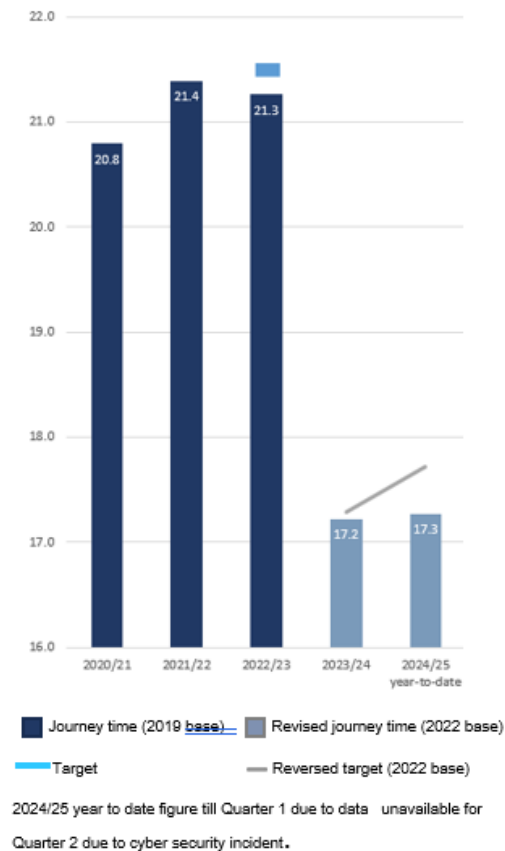
We reached an agreement on a range of measures to address pay issues for London Trams workers with Unite the Union. This led to strike action on the tram network being suspended in July.

DLR journey time

Past five quarters (minutes)



Annual trend (year to date)



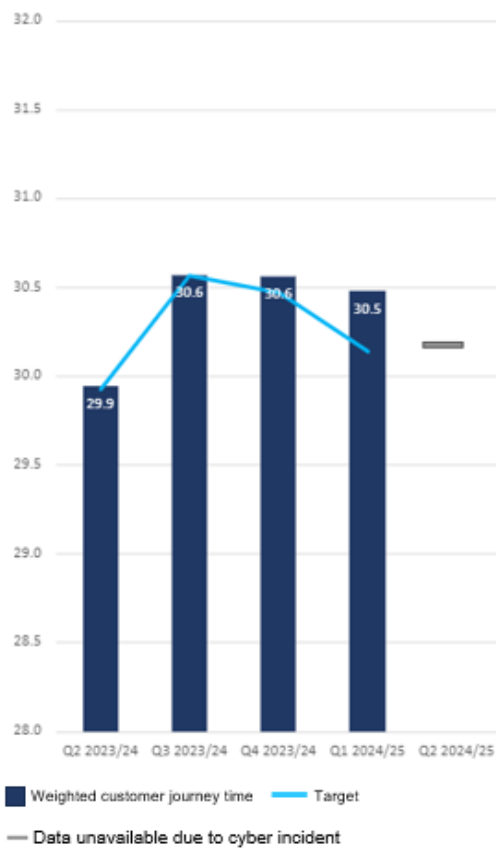
We awarded KeolisAmey a new eight-year contract to operate and maintain the DLR, a franchise they have successfully run for the past 10 years. Following a competitive tendering process, the new contract focuses on delivering a number of key improvements to help deliver a better customer experience and meet future projected demand for services. The key improvements include enhancements to timetables to support population growth across the network and fully rolling out Access DLR, which is a free travel assistance service for anyone over 18 who needs extra support.

We have been managing the impacts of speed restrictions introduced in August 2024 after an issue was discovered with the signalling system. Despite this, services have been running to all destinations and we are implementing a revised timetable in November which will provide greater consistency for customers including restoring through running from Stratford to Lewisham in the weekday peak periods.

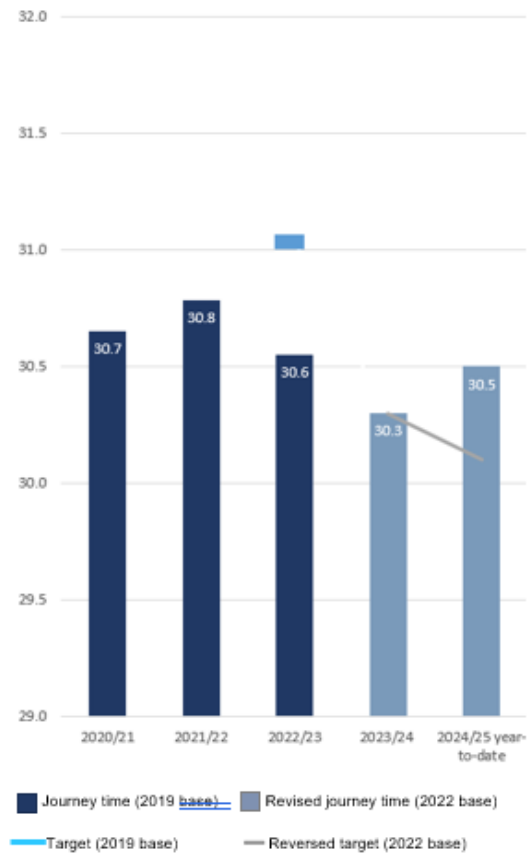
We also commissioned the new Northern sidings at our main depot at Beckton this quarter. This is the first of several major depot expansions to get us ready to stable, maintain and launch our new fleet of DLR trains.

London Overground journey time

Past five quarters (minutes)



Annual trend (year to date)



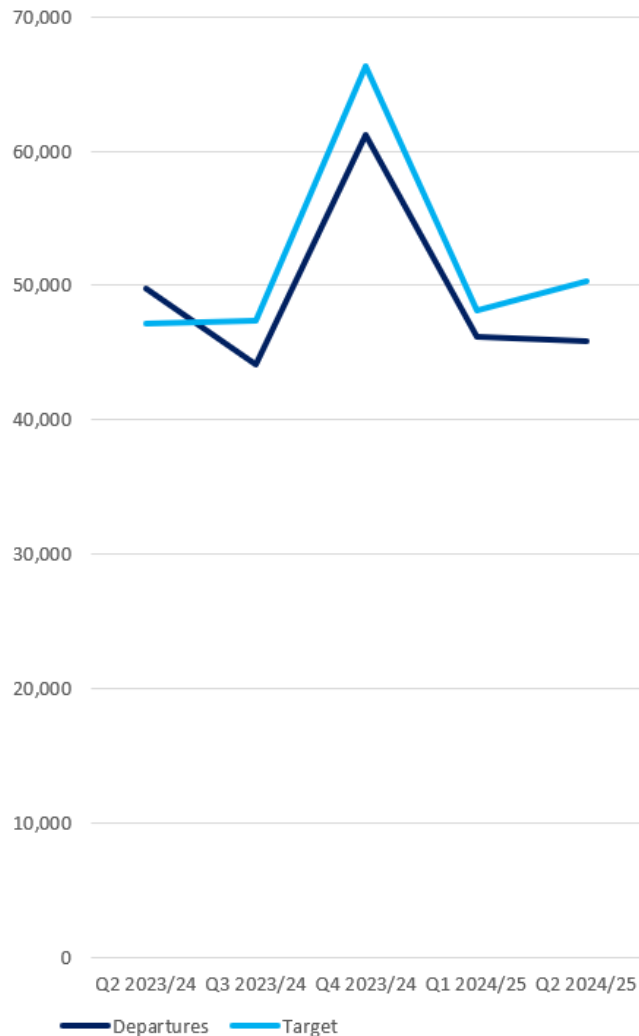
Work continues with Arriva Rail London and Network Rail to improve performance on the Mildmay line. The challenges on the Mildmay line are the result of poor asset reliability, particularly between Willesden Junction and Richmond. The Camden Stabilisation plan is underway to address key asset performance on the Richmond branch. Network Rail has also successfully delivered the Chingford and Watford to Euston/Lioness line blockades which has seen an improvement to assets on the Weaver and Lioness lines.

Services operated

For the majority of our services, we measure reliability as a percentage of the timetabled services that run as scheduled, or as a percentage of the total planned operating time when the service is actually available to customers.

Victoria Coach Station departures

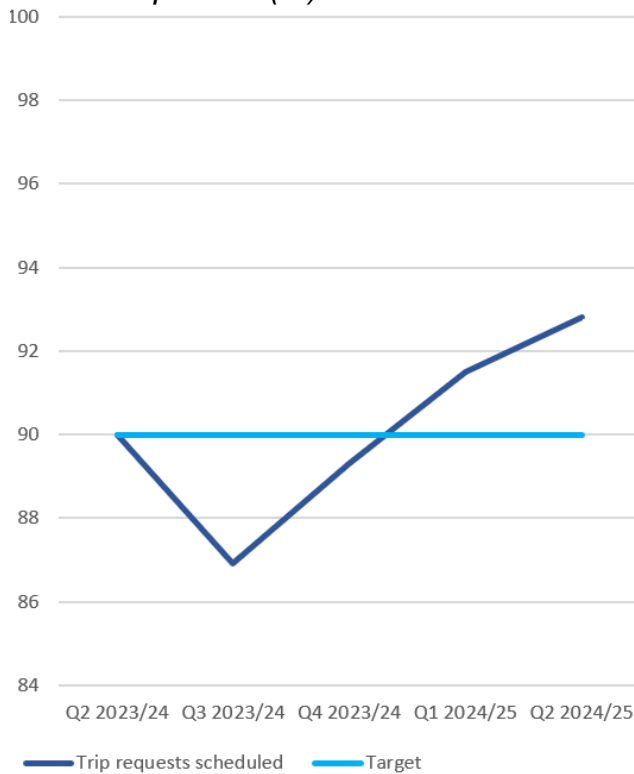
Past five quarters (thousands)



Departures for the last quarter showed a decrease compared to the same quarter last year. This is due to a reduction in departures from some of our operators earlier than anticipated for the autumn season, however there are still high loadings. Services for domestic and international showed an eight per cent decline. Our coaches team continues to support all operators across the UK and international networks.

Dial-a-Ride trip requests scheduled

Past five quarters (%)

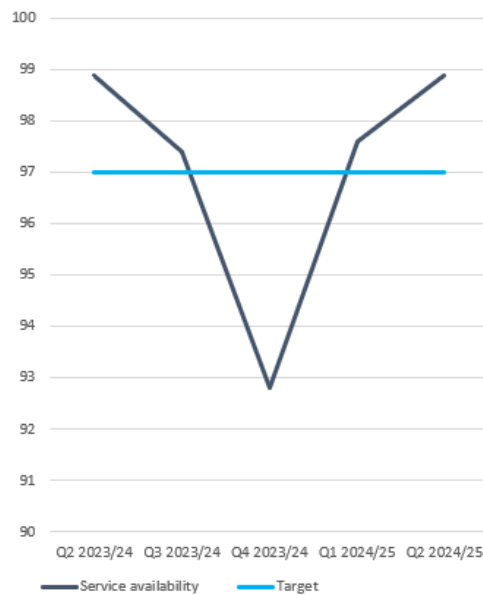


We continue to experience steady growth on trip requests, with demand over eight per cent higher than the same quarter last year. The booking and scheduling system has been in place for nearly a year and has brought clear benefits leading to the highest ever trip request fulfilment levels. Over 20 per cent of all journeys are booked through the Rider Apps which is twice the anticipated rate, showing customer value on this new channel.

We continue to work with the service provider to improve some elements of the system, such as the mapping and routing, to bring further efficiencies. The recent cyber security incident led to some temporary issues, including the inability to book new trips over the phone for three days, though we were able to deliver all pre-booked trips and those made through the Apps. The incident also led to a backlog in processing new membership applications which has now been resolved.

IFS Cloud Cable Car availability

Past five quarters (%)



During the quarter, the IFS Cloud Cable Car performed well with 98.8 per cent availability, where we were unable to run a service for limited time, this was due to large vessels passing beneath the cable way, crane operating near the cable way and weather conditions.

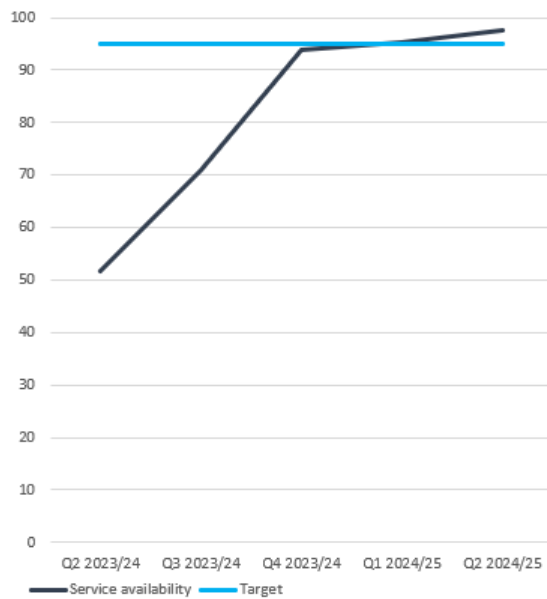
In July, we launched off-peak pricing and advanced purchase ticket discounts, which are aimed at increasing customer journey numbers and revenue.

The cable car also marked Pride month by wrapping 10 gondolas – for the first time – in the ‘Every Story Matters’ livery.

During the period the cable car hosted a number of events including a circus-themed campaign throughout the school summer holidays to help entertain waiting customers while they queued and to celebrate Emergency Services Day, the cable car offered a free ride to all emergency service workers as a token of appreciation for everything they do to keep our communities safe.

Woolwich Ferry availability

Past five quarters (%)

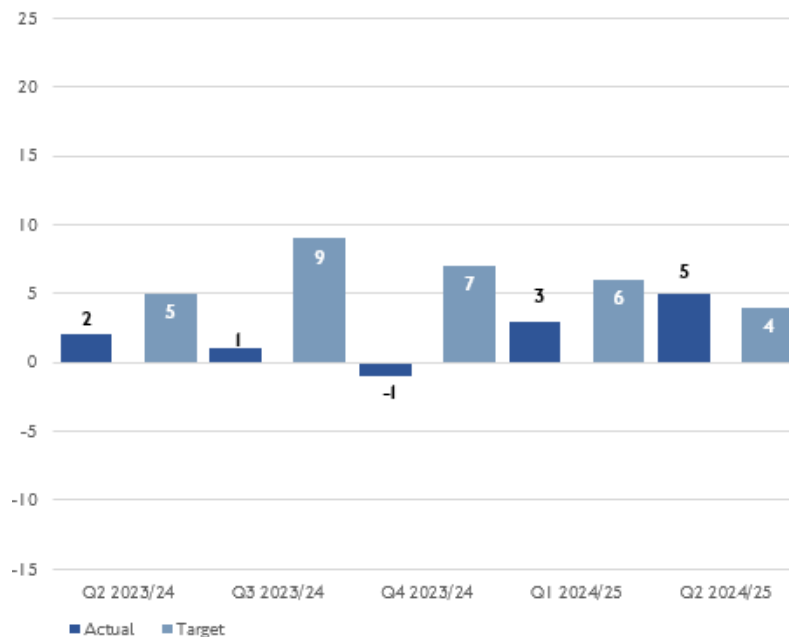


Woolwich Ferry availability was above target at 97.6 per cent this quarter, compared to 51.8 per cent in the same quarter last year. The recent introduction of a two-vessel service at the weekend has doubled the frequency, helping to reduce waiting times and offer better and more reliable connections.

Roads

Road disruption

Past five quarters (%)



This quarter saw four per cent increase in disruption on our roads better than the target of five per cent. The key drivers were long-term road works on the A40 at Westway, HS2, utility works on the A406 at various locations and works on Farrington Street.

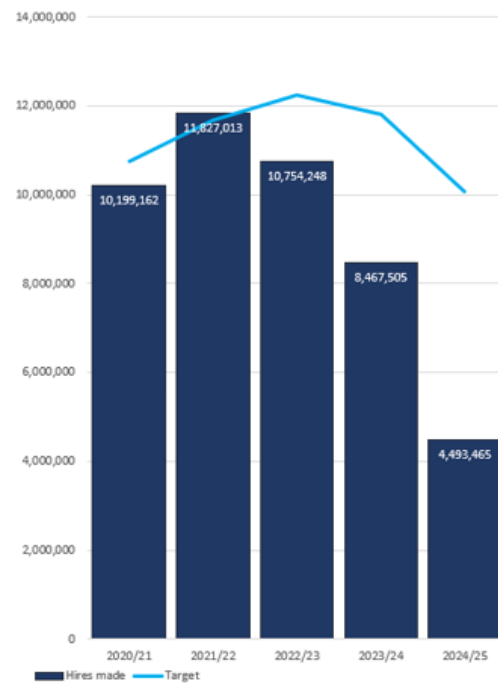
Santander Cycles

Hires made

Past five quarters (millions)



Annual trend (year to date)



Hires this quarter were seven per cent higher than the same quarter last year. Hires were higher among all groups. They were especially boosted by the introduction of more e-bikes to the scheme. Throughout the quarter more e-bikes were added bringing the total fleet size to 2,000. E-bike hires were 78 per cent higher than the same quarter last year. Hires from casual customers increased by two per cent with member hiring six per cent higher.

Over 4.5 million hires have taken place so far this year. This is 14 per cent lower than target. Lower than anticipated hires last quarter, particularly from casual customers, have resulted in hires falling below target.

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Customer, Sustainability and Operations Panel

Date: 28 November 2024

Item: Risk and Assurance Report Quarter 2 2024/25

This paper will be considered in public

1 Summary

- 1.1 This report provides the Panel with an overview of the status of and changes to Enterprise Risk 06 (ER06) – ‘Deterioration of Operational Performance’.
- 1.2 This report also summarises the findings from the assurance activity associated with this risk, based on second line of defence audit work by the Quality, Safety and Security Assurance (QSSA) team and third line of defence work by the Internal Audit team within TfL’s Risk and Assurance Directorate. The paper covers the work during Quarter 2 of 2024/25 (23 June to 14 September 2024) (Q2).
- 1.3 A paper is included on Part 2 of the agenda, which contains supplementary information that is exempt from publication by virtue of paragraphs 3 and 7 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL’s commercial position; and information relating to ongoing fraud and criminal investigations and the disclosure of this information is likely to prejudice the prevention or detection of crime and the apprehension or prosecution of offenders. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Panel is asked to note paper and the exempt supplementary information on Part 2 of the agenda.**

3 TfL Enterprise Risks

- 3.1 ER06 has been reviewed and reassessed in accordance with the updated Enterprise Risk Assessment Matrix and in line with the new financial impact numbers agreed with Finance. The mitigations for ER06 have also been reviewed and streamlined following the development of the Level 1 Asset Condition risk to ensure the right balance between both risks. ER06 is scheduled for review by the Executive Committee in December 2024 and this Panel on 13 March 2025.

4 Annual Audit Plans

- 4.1 The annual QSSA and Internal Audit plans contain a series of audits at the second line and third line respectively that address ER06.

- 4.2 Internal Audit and QSSA both concluded audit planning last quarter in consultation with key stakeholders across TfL and owners of ER06 risks and controls. The Internal Audit plan for the second half of 2024/25 was approved by the Audit and Assurance Committee on 18 September 2024 and will be updated as appropriate to facilitate any additional audits that might be required as a result of the cyber incident. The QSSA audit plan has been shared with all risk owners and audit sponsors for consultation in line with our process.

5 Work of Note this Quarter

- 5.1 Audit reports issued are given a conclusion of 'well controlled', 'adequately controlled', 'requires improvement' or 'poorly controlled'. Individual findings within audit reports are rated as high, medium or low priority.
- 5.2 Appendix 1 provides details of Internal Audit and QSSA audits undertaken in Q2.

Internal Audit

- 5.3 There were no Internal Audits issued against ER06 in Q2 and there were none in progress for ER06 at the end of Q2.

Quality, Safety and Security Assurance

- 5.4 QSSA issued two audits against ER06 in Q2. One audit 'Rail for London Infrastructure Risk Management Process' was concluded as 'requires improvement' and has an agreed action plan in place. 'London River Services ISO 55001 Asset Management Assessment' was not rated as it was a benchmarking review against a standard that TfL is not currently required to comply with (see below).
- 5.5 Eight QSSA audits against ER06 were in progress at the end of Q2, two of which are assessing alignment to ISO 55001 Asset Management, a standard TfL is not currently required to comply with. These audits are part of a programme of assurance work to inform future asset strategy and to what extent TfL will look to implement the requirements of ISO 55001.

Counter-Fraud and Corruption

- 5.6 The Counter-Fraud and Corruption team investigates all allegations of fraud and corruption involving TfL employees, non-permanent labour and third parties (including suppliers, customers and organised criminal groups). Summaries of significant new and ongoing fraud and corruption cases related to ER06 are set out in the paper on Part 2 of the agenda. These cases are part of the wider fraud reporting that is submitted to the Audit and Assurance Committee.

6 Cancelled and Deferred Work

- 6.1 All cancellations and deferrals are undertaken in consultation with the relevant business teams. No ER06 Internal Audits or QSSA audits were deferred or cancelled in Q2.

7 Performance and Trends

- 7.1 Performance data is provided in Appendix 2 on progress against the audit plan, audit ratings, rating trends by Enterprise Risk and business unit and progress against actions, with comparisons provided across the last two years.

Quality, Safety and Security Assurance

- 7.2 Comparing the number of ER06 QSSA audits in the last four quarters with the four prior to that, there has been a small increase in the number of audits completed from 14 to 17. The majority of the 17 audits were undertaken in the London Underground Asset Performance Directorate (14 audits) with three undertaken in TfL Engineering. The increase in audits is mostly explained by the programme of alignment to ISO 55001 audits that have been undertaken in the last year.
- 7.3 A comparison of audit conclusions shows that the breakdown by audit conclusion remained consistent across the two years in the number of 'poorly controlled' conclusions (one in each year) and increased from three to seven 'requires improvement' conclusions. Three of the audits concluded as 'requires improvement' were undertaken in London Underground Track teams and is consistent with the increased investment and improvement work underway within this area. The remainder of the audits address different business units, procedures and asset disciplines which makes direct comparisons limited. However, all related to the implementation of and compliance with management systems controls that relate to ER06.
- 7.4 Work continues on the close out of management of actions, particularly overdue actions with management teams and the relevant Chief Officers. At the end of Q2 for ER06 there were 25 open audit actions, none of which were overdue. There has been a significant improvement on action management in the past year. All actions that are overdue by more than 100 days are reported to the Audit and Assurance Committee and are discussed with Chief Officers.

Internal Audit

- 7.5 From the ER06 audits undertaken by Internal Audit in the last 12 to 24 months there are no identifiable trends.

List of appendices:

Appendix 1: Audits Completed in Quarter 2 of 2024/25 against ER06

Appendix 2: QSSA and Internal Audit Summary

A paper containing exempt supplementary information is included on Part 2 of the agenda

Background papers:

None

Contact Officer: Lorraine Humphrey, Director of Risk and Assurance

Email: Lorraine.Humphrey@tube.tfl.gov.uk

Appendix 1 – Audits Completed in Quarter 2 of 2024/25 (ER06 Deterioration of operational performance)

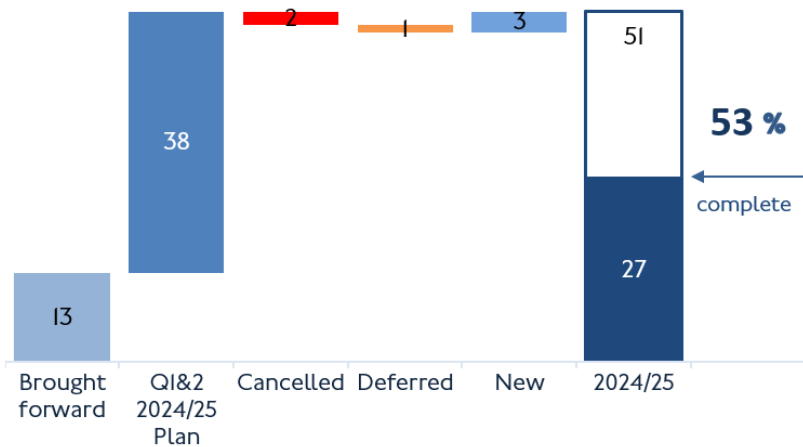
Internal Audit

None to report

Quality, Safety and Security Assurance Audits

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	24 754	Rail for London Infrastructure (RfLI) Risk Management Process	To ensure the Risk Management process, RfLI-BUS-BM-PRO-0002, is fit for purpose and can demonstrate that the asset engineer at a discipline level are managing risk associated with their assets.	Requires Improvement	Records missing for some specific activities, albeit not of a critical nature.
Chief Operating Officer	24 725	London River Services ISO 55000 Asset Management Assessment	To assess the London River Services Asset Management System using the Institute of Asset Management (IAM) Self-Assessment Methodology Plus.	Not Rated	The asset management system for London River Services was found to be overall below the IAM Tool Benchmark of '3'-competent, indicating ISO 55000 non-compliance in most areas. The criteria for each of the ISO 55000 clauses was not met. Recommendations are made outlining the work needed to reach ISO 55000 compliance.

Audit Progress against Q1 & Q2 2024/25 Plan



Actions management (ER06) by Directorate by Overdue days

There were no overdue actions at the end of Q2 2024/25

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Audit Conclusion Comparison by Chief Officer Team (over 4 quarters)

	Q3 22/23 - Q2 23/24					Total	Q3 23/24 - Q2 24/25					Total
Chief Capital Officer	1					1	2	1				3
Chief Operating Officer	1	3	5	2	2	13	1	5	5	3		14

Poorly Controlled

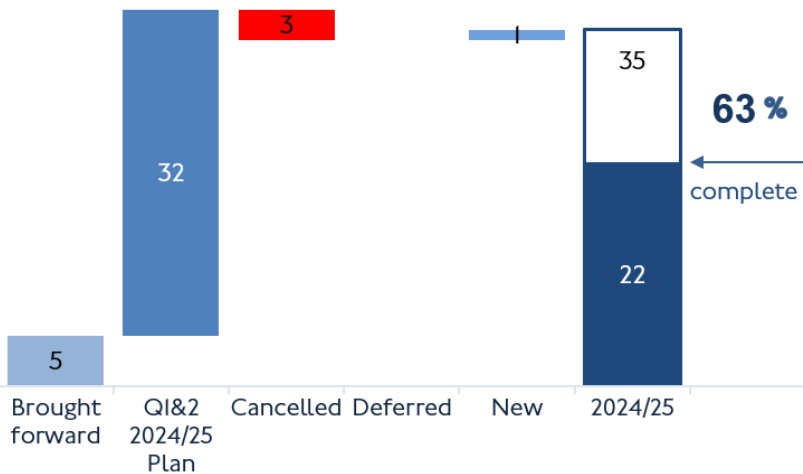
Requires Improvement

Adequately Controlled

Well Controlled

Not Rated

Audit Progress against Q1 & Q2 2024/25 Plan



Actions management (ER06) by Directorate by Overdue days

There were no overdue actions at the end of Q2 2024/25

Audit Conclusion Comparison by Chief Officer Team (over 4 quarters)

	Q3 22/23 - Q2 23/24	Total	Q3 23/24 - Q2 24/25	Total
Chief Capital Officer			1	1
Chief Operating Officer	2	2		

Poorly Controlled Requires Improvement Adequately Controlled Well Controlled Not Rated

Customer, Sustainability and Operations Panel



Date: 28 November 2024

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

- 1.1 This paper presents the current forward plan for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

- 2.1 **The Panel is asked to note the forward plan and is invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plan arises from a number of sources:
- (a) standing items for each meeting: minutes; matters arising and actions list; and any regular quarterly reports. For this Panel these are the quarterly Customer, Sustainability and Operational Performance Report and the Risk and Assurance Report;
 - (b) annual updates on Enterprise Risks that fall within the remit of the Panel; and
 - (c) items requested by Members: the Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels and the predecessor Panels) and any issues suggested under this agenda item.

4 Current Plan

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Customer, Sustainability and Operations Panel Forward Plan

List of Background Papers:

None

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

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Customer, Sustainability and Operations Panel Forward Plan

Membership: Marie Pye (Chair), Sara Turnbull (Vice Chair),
Councillor Ross Garrod, Tanya Joseph, Arthur Kay, Keith Richards OBE, Omid Shiraji

Abbreviations: CCO (Chief Capital Officer), CCSO (Chief Customer and Strategy Officer), COO (Chief Operating Officer), CSHEO (Chief Safety, Health and Environment Officer), DRA (Director Risk and Assurance)

Standing Items

Customer, Sustainability and Operations Report (COO, CCSO and CSHEO)
Risk and Assurance Report (DRA)

13 March 2025

Bus Operations and Ridership (COO)
Enterprise Risk Update – Deterioration of Operational Performance (ER06) (annual) (COO)
Equity in Motion (initially six-monthly then annual) (CCSO)
Capital Environment Update (annual) (CCO)
Strategic Environment Metrics (CSHEO)
Anniversary reflection of the Green Infrastructure and Biodiversity Plan and Adaptation Plans (CSHEO)
Update on TfL's "Care Score" – Differences in Care Scores (CCSO)

July 2025

Cycling Action Plan update (annual) (CCSO)
TfL International Benchmarking Report (every two years) (CCSO)
TfL Go (CCSO)
Places for London Environment Update (annual) (CCSO)

October 2025

TfL Corporate Environment Plan – Operations (annual) (COO)
Deep-Dive on TfL's "Care Score" (annual) (CCSO)
Equity in Motion (annual) (CCSO)
Step-free Access Update (annual) (CCSO)

Items to be scheduled

- Electrified Travel Devices (Micromobility) Update (CCSO)
- Digital Wayfinding for Cycling Update (CCSO)
- Customer Journey on the Integrated Transport Network (CCSO)

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By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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