MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Agenda

Meeting: Customer, Sustainability and Operations Panel

Date: Thursday 4 December 2025

Time: 10:30am

Place: Conference Rooms 1 and 2, Ground Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ

Members

Marie Pye (Chair)
Sara Turnbull (Vice-Chair)
Councillor Ross Garrod
Tanya Joseph
Arthur Kay
Jim Kelly
Keith Richards OBE
Omid Shiraji

Copies of the papers and any attachments are available on 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.

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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.

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

Andrea Clarke, General Counsel
Wednesday 26 November 2025

Agenda
Customer, Sustainability and Operations Panel
Thursday 4 December 2025

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 6 October 2025 (Pages 1 - 8)

Head of Secretariat

The Panel is asked to approve the minutes of the meeting of the Panel held on 6 October 2025 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 9 - 10)

Head of Secretariat

The Panel is asked to note the updated actions list.

5 Equity in Motion (Pages 11 - 28)

Chief Customer and Strategy Officer

The Panel is asked to note the paper.

6 TfL Green Knowledge Programme (Pages 29 - 36)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

7 TfL Annual Report: Sustainability Disclosures (Pages 37 - 42)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

8 Customer, Sustainability and Operations Report - Quarter 2 2025/26 (Pages 43 - 86)

Chief Customer and Strategy Officer, Chief Operating Officer and Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

9 Risk and Assurance Report Quarter 2 2025/26 (Pages 87 - 94)

Director of Risk and Assurance

The Panel is asked to note the report and the exempt supplementary information on Part 2 of the agenda.

10 Members' Suggestions for Future Discussion Items (Pages 95 - 96)

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 12 March 2026 at 10.30am.

13 Exclusion of the 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 2025/26 (Pages 97 - 100)

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, Monday 6 October 2025

Members
Marie Pye (Chair)
Sara Turnbull (Vice Chair)
Councillor Ross Garrod (via Teams)
Tanya Joseph
Jim Kelly
Keith Richards OBE
Omid Shiraji

Executive Committee

Claire Mann	Chief Operating Officer
Lilli Matson	Chief Customer and Strategy Officer

Staff

Mark Evers	Chief Customer Officer
Oliver Gearing	Finance Director
Shamus Kenny	Head of Secretariat
Claire Lefort	Legal Manager
Sam Longman	Head of Sustainability and Corporate Environment
Zoe Manzoor	Secretariat Officer
Emma Strain	Customer Director
Mike Shirbon	Head of Quality, Safety and Security Assurance
Richard Mullings	Head of Counter-Fraud and Corruption (for Minute 42/10/25)

Also in attendance

Grace Phillips	Main Youth Panel Representative

31/10/25 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Arthur Kay. Councillor Ross Garrod attended the meeting via Teams and was able to participate in discussions but did not count towards the quorum. The meeting was quorate.

Alex Williams, Chief Customer and Strategy Officer was also unable to attend the meeting, and was represented by Emma Strain.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda which was exempt from publication, 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.

32/10/25 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.

33/10/25 Minutes of the Meeting of the Panel held on 3 July 2025

The minutes of the meeting of the Panel held on 3 July 2025 were approved as a correct record, and the Chair was authorised to sign them.

34/10/25 Matters Arising and Actions List

Shamus Kenny introduced the item, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the updated actions list.

35/10/25 Deep Dive on TfL's "Care Score"

Emma Strain and Mark Evers presented the update on the TfL Care score (the primary customer metric on the TfL Scorecard), which measured the proportion of Londoners who agree that “TfL cares about its customers”. The Care score captured the views of all Londoners and was designed to reflect experiences across the entire TfL network based on engagement with a wide range of individuals. The Panel congratulated officers on the strong progress made in improving the score.

It was recognised that there were several factors that drove perceptions, some of which were beyond TfL’s control. Over the past year, TfL had seen a marked increase in the Care score and welcomed the steep rise in the score among younger Londoners (aged 18–34). Insights from the focus groups in July 2025 revealed that this group typically had fewer responsibilities, were more mobile, and often compared London’s transport favourably to other regions and countries. They also benefited from flexible travel patterns, hybrid working, and used public transport more for social trips. However, disabled Londoners continued to score TfL lower, though the gap was lower with younger disabled people.

The Panel highlighted the update on the ‘supports customers when things go wrong’ driver, noting it had always been the lowest performing of all the key drivers. Disabled Londoners may be disproportionately affected by adverse experiences and this could potentially deter such customers using services. TfL would continue to focus on monitoring experiences and ensuring that the complaints process for such customers was easily accessible and clear, including exploring practices at the National Centre for Accessible Transport.

Other key developments included the work to further develop the TfL Go app, to provide more personalised support with journey planning and improving content on TfL's website. Work was underway with the TfL Travel Mentoring Service to assist people with unfamiliar journeys and to reach out to wider groups who might use the service. The Panel would receive more information on the objectives and usage of the Travel Mentoring Service. **[Action: Emma Strain]**

Gender differences persisted, with women on average scoring TfL lower than men, largely influenced by safety concerns and caregiving roles. While good progress continued to be made with ongoing security improvements, such as energy-efficient lighting, TfL noted the need to focus attention on addressing broader structural issues to remove barriers more broadly.

TfL was actively addressing the disparities through its Equity in Motion initiative, aimed at improving accessibility and communicating improvements to disabled customers. An update, scheduled for the December 2025 meeting of the Panel, would cover progress with removing barriers for women, different faith-based groups and other groups, and the small but cumulative measures to promote inclusive access. The update would also include findings on the provision of disaggregated data for people over 60. **[Action: Emma Strain]**

On behalf of the Youth Panel, Grace Phillips asked about the approach to keeping the Care score high among young people. It was noted officers recognised the importance of the continued development and use of digital tools, as well as providing reliable and good quality safe services to maintain the positive score among younger people.

Members also discussed the score for performance and innovation. Progress in improving this score had been limited in recent years, which may be due to the greater focus on renewals given funding constraints. However, with greater funding certainty and new initiatives underway, such as the new DLR and Piccadilly line trains, officers expressed confidence about the potential for future improvements in this area.

The Panel welcomed TfL's efforts to raise awareness of its activities, including the use of signage at roadwork sites to highlight potential disruptions and the future improvements from such works. TfL balanced its communications to ensure messaging resonated across all groups. Officers confirmed that further consideration would be given to how TfL communicates its overarching objectives more clearly and inclusively.

The Panel noted the paper.

36/10/25 Carbon Reduction at TfL

Lilli Matson and Sam Longman presented the update on TfL's decarbonisation plan, which summarised commitments, progress, and challenges in achieving net-zero carbon emissions across operations and the supply chain. The focus of the paper centred on corporate emissions, around direct energy use, indirect energy use from services like buses and trains (scope 1 and 2), and wider supply chain emissions from construction and maintenance (scope 3).

Since 2015, TfL had reduced its operational carbon emissions by 49 per cent, largely due to the decarbonisation of the national power grid and increasingly through its own

initiatives, such as transitioning to zero-emission buses. Under current business planning 2024/25, it was forecast to further reduce carbon emissions to 225 kilotonnes CO2e in 2030/31 (compared to 783 kilotonnes CO2e in 2024/25), representing a 71 per cent reduction.

In terms of key achievements, it was noted that over 2,000 zero-emission buses were now in service and good progress had been made with installing energy efficiency lighting. TfL also remained on track to appoint a delivery partner for the Private Wire contract, had signed its first Power Purchase Agreement for renewable electricity and was developing solar sites to power assets, and delivering charging infrastructure for zero-emission fleets. On scope 3, TfL was embedding carbon reduction into its construction and procurement processes, including low-carbon requirements in contracts. TfL remained strongly committed to reducing carbon emissions and remained on track to meet the scope 1-3 targets, although it was currently forecast to miss the net-zero operations target by 2030.

On behalf of the Youth Panel, Grace Phillips asked about the plans to secure the necessary funding to meet the net-zero operations target. It was noted that to meet the target TfL would need to go further and faster to deliver initiatives, particularly the electrification of the bus fleet. The business planning process was reviewing priorities and further exploring ways to meet the challenges to achieve best value for money.

The Panel welcomed the positive progress and TfL's continuing commitment to this work, particularly to set and monitor targets, and deliver benefits. To further demonstrate the value of these measures, it was suggested that greater emphasis be placed on identifying the cost savings from the plan, highlighting the benefits in terms of increasing resilience, and making strong connections to clean air initiatives.

Good progress had been made with building organisational maturity in carbon literacy across TfL and engagement continued at a senior level on further progress against targets. Key initiatives included investing in upskilling and training and developing tools to support informed choices. TfL colleagues were actively engaged in this work, and there was a shared ambition to see a clear carbon thread running through decision-making.

The issue of artificial intelligence and the need to understand and raise awareness of the environmental impacts was also highlighted. It was noted that there was ongoing engagement with the supply chain and the Technology, Strategy and Revenue team to better understand the impacts through the whole life cycle.

The Panel noted the paper.

37/10/25 Customer, Sustainability and Operations Report - Quarter 1 2025/26

Emma Strain, Lilli Matson and Claire Mann presented the update on TfL's customer, sustainability and operations for Quarter 1 of 2025/26 (1 April to 21 June 2025). The Panel welcomed the new report format, which highlighted recent achievements.

Emma Strain highlighted several key milestones on the customer report, including the opening of the Silvertown Tunnel and completion of the current phase of the Superloop (SL4), introduction of step-free access at Knightsbridge station, and the

recently held seventh annual Priority Seating Week promoting awareness of priority seats. An update would be provided to the Panel on the timeframe for the publication of the impact report for the Silvertown Tunnel, including usage, congestion and air quality. **[Action: Emma Strain]**

On ridership, there had been strong performance across London Underground, Elizabeth line, and London Overground and tram services. Overall there had been a slight decrease in year-on-year demand influenced by the external environment. Bus ridership levels had continued to decline. Significant work was underway to better understand the causes behind this trend and identify potential solutions.

Lilli Matson highlighted recent achievements in relation to sustainability. Delivery against Green milestones remained on track, with two out of 10 milestones completed, including the increased area of wildflower verges and advancement of the Solar Private Wire project.

Claire Mann highlighted from the operations report that network performance remained stable across the modes. London Underground had met targets and remained a safe and reliable service during the period of an amber weather warning issued due to hot weather. TfL had put in place proactive measures to prevent any potential adverse weather issues on the Piccadilly line.

Bus services continue to perform well in respect of reliability, with excess wait time ahead of target. TfL was also working to embed new measures that were helping to improve bus reliability.

Following the successful transition of the operating concession for the Elizabeth line in May 2025, with no disruption to service, engagement continued with Network Rail on improving reliability of the network. Trams journey time had a strong performance during the quarter and the team had worked to restore services following the power failure in September 2025. A review would be carried out of what had happened. The DLR had an excellent quarter, and the first of the new trains was now in service.

London Overground performance remained steady overall, though the Mildmay line experienced disruption from asset faults. Network Rail was actively addressing these through the Camden Stabilisation Project. Santander Cycles reported good performance (while still below target), with increased e-bike usage and more affordable tariffs contributing positively to overall metrics.

TfL had implemented additional measures, including a 24/7 cleaning regime to address problems with graffiti across the Bakerloo and Central lines, and was working closely with its policing partners and Network Rail to investigate issues and further enhance security. The police had taken action against persistent offenders. Trains displaying offensive graffiti were promptly removed from service, while those with non-offensive markings were cleaned during engineering hours, to minimise customer disruption. While service performance had improved on the Bakerloo line, challenges persisted on the Central line.

The Panel recognised the good progress with the TfL Go app, particularly with the usage statistics and revenue transactions, showing it was an important platform for the organisation.

The Panel discussed contact centre performance, particularly around customer response times. Members discussed what further improvements could be made to reduce waiting times. It was noted that while demand was generally stable, sudden peaks continued to disrupt service levels, and balancing staffing between quieter periods and peak times remained a challenge**.** An update would be provided to Members on contact centre performance, future plans and opportunities to introduce innovation. **[Action: Emma Strain]**

The Panel noted the report.

38/10/25 Risk and Assurance Report Quarter 1 2025/26

Mike Shirbon presented the overview of the status of and changes to Enterprise Risk 06 – Deterioration of operational performance (ER06), noting there were no concerns or trends to bring to Members attention. The overall control effectiveness rating for Enterprise Risk 09 – Changes in customer demand had changed from Adequately Controlled to Requires Improvement, as reported to the Finance Committee in July 2025.

The report also summarised the findings from the assurance activity associated with this risk undertaken by TfL's Risk and Assurance Directorate during the Quarter 1 of 2025/26 (1 April to 21 June 2025) (Q1).

The Panel noted a correction to the report on the two audit reports issued by the Quality, Safety and Security Assurance team in Q1: the London Underground Signal Asset Condition Review Process audit was concluded as 'adequately controlled' while the Trams On-Track Plant and Machines Follow-Up Audit was concluded as 'requires improvement'. Internal Audit had issued no reports against ER06 in Q1.

The Panel noted the paper and the exempt supplementary information on Part 2 of the agenda.

39/10/25 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the item. The Chair of the Independent Disability Advisory Group (IDAG) would be invited to the meeting of the Panel in March 2026 to discuss the work of the IDAG.

No other additional suggestions were raised for future discussion items on the forward plan or for informal briefings, other than those already noted during the meeting.

The Panel noted the forward plan.

40/10/25 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

41/10/25 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Thursday 4 December 2025 at 10:30am.

42/10/25 Exclusion of the Press and Public

The Panel agreed 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), when it considered the exempt information in relation to the item on: Risk and Assurance Report Quarter 1 2025/26.

The meeting closed at 12:30pm

Chair:_____

Date:_____

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Customer, Sustainability and Operations Panel

Date: **4 December 2025**

Item: **Matters Arising and Actions List**

This paper will be considered in public

1 Summary

1.1 This paper informs the Panel of progress against actions agreed at previous meetings. Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

2.1 **The Panel is asked to note the updated 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 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 **Appendix 1**
(to be reported to the meeting on 4 December 2025)

Actions from the meeting held on 6 October 2025

Minute No.	Item/Description	Action By	Target Date	Status Note
35/10/25 (1)	**Deep Dive on TfL's "Care Score": Travel Mentoring Service** The Panel would receive more information on the objectives and usage of the Travel Mentoring Service.	Claire Mann	November 2025	**Completed.** A written update was provided to Members on 25 November 2025.
35/10/25 (2)	**Deep Dive on TfL's "Care Score": Equity in Motion** The Equity in Motion update paper, scheduled for the December 2025 meeting of the Panel, would cover progress with removing barriers for women, different faith-based groups and other groups, and the small but cumulative measures to promote inclusive access. On the Care Score the Panel would also receive an update on disaggregated data for people over 60.	Emma Strain	December 2025	**Completed.** Information is included in the Equity in Motion paper on the agenda for this meeting. A written update on the impact of disaggregated data for 60+ Londoners was provided to Members on 25 November 2025.
37/10/25 (1)	**Customer, Sustainability and Operations Report - Quarter 1 2025/26: Silvertown Tunnel Impact Report** An update would be provided to the Panel on the timeframe for the publication of the impact report for the Silvertown Tunnel, including usage, congestion and air-quality.	David Rowe	November 2025	**Completed.** The Silvertown Tunnel opened in April 2025. To deliver a substantive update, it will be necessary to allow approximately one year for the effects of the Silvertown Tunnel to become measurable. The report will be shared with all Board Members when available.

Minute No.	Item/Description	Action By	Target Date	Status Note
37/10/25 (2)	**Customer, Sustainability and Operations Report - Quarter 1 2025/26: Contact Centre Performance** An update would be provided to Members on contact centre performance, future plans and opportunities to introduce innovation.	Emma Strain	December 2025	A written update to be provided to Members ahead of this meeting of the Panel.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
22/07/25	**Update on TfL Go: Future Funding** The importance of securing adequate funding to support future development of the TfL Go app to be discussed as part of the business planning process.	Alex Williams	December 2025	Funding is being considered as part of the business planning discussions.
06/03/25	**Equity in Motion: Measurement Framework** The measurement framework to assess performance and progress against actions and any follow up actions would be shared with the Panel.	Alex Williams	November 2025	**Completed.** The Equity in Motion governance, monitoring and reporting frameworks (published on our Diversity & inclusion publications - Transport for London page) was circulated to all Board Members on 11 November 2025.

Minute No.	Item/Description	Action By	Target Date	Status Note
12/03/25	**Members' Suggestions for Future Discussion Items** An update would be provided on the impact of the school run and sustainable travel.	Alex Williams	March 2026	An update will be included as part of the bus update briefing (see Action 05/03/24 (2) below).
16/11/24 (1)	**TfL Corporate Environment Plan – Operations: Customer Perceptions** Officers would provide further details to Members on insights on customers perceptions on sustainability matters.	Emma Strain	November 2025	**Completed.** A written update was provided to Members on 25 November 2025.
16/11/24 (2)	**Corporate Environment Plan – Operations: Building Decarbonisation** Clarification was sought on the progress with decarbonising buildings, particularly on the TfL commercial estate. The Panel would receive a paper on the work with Places for London covering this matter.	Alex Williams	November 2025	**Completed.** A written update was provided to Members on 25 November 2025.
05/03/24 (1)	**Bus Action Plan Update: Superloop Monitoring Updates** Future updates on Superloop monitoring would include the costs-benefits of the service.	Alex Williams	March 2026	A Superloop ridership update will be included as part of the bus update briefing (see Action 05/03/24 (2) below).

Minute No.	Item/Description	Action By	Target Date	Status Note
05/03/24 (2)	**Bus Action Plan Update: Bus Routes to Hospitals and University Campuses** A 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.	Alex Williams	March 2026	A briefing will be arranged and all Board Members will be invited.

Customer, Sustainability and Operations Panel

Date: **4 December 2025**

Item: **Equity in Motion**

This paper will be considered in public

1 Summary

1.1 This paper provides the Panel with an update on the Equity in Motion (EiM) programme since the last update to the Panel in March 2025. This paper provides a progress summary for financial year 2025/26 to date and an overview of work that is in progress.

1.2 EiM was launched in February 2024, with over 80 actions to build a fairer, more inclusive transport network. Since then, 41 actions have been completed, and 15 have become part of our everyday operations (labelled as continuous in our progress reporting), including turn up and go, travel mentoring and equality impact assessments.

1.3 Removing barriers and addressing inequality is a priority for the Mayor and TfL, and EiM is central to that mission. EiM continues to grow, shaped by research, reviews and feedback. We now have 109 actions, with 90 per cent of our 2025/26 actions either completed, continuous or in-progress. The full status descriptions are set out at Appendix 1.

2 Recommendation

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

3 Background

3.1 EiM aims to ensure more people can use our capital's transport network by removing barriers, tackling disproportionate impacts, and embedding more inclusive approaches to the development of services in the future.

3.2 EiM has four key pillars:

(a) an equitable customer experience;

(b) protecting and enhancing connectivity;

(c) keeping travel affordable; and

(d) reducing health inequalities.

3.3 These are underpinned by work to:

(a) improve our evidence and monitoring activity;

(b) collaborate more effectively with stakeholders, customers and communities;

(c) hardwire inclusion in processes; and

(d) measure our progress.

4 2025/26 EiM Overview

4.1 Of the current 109 total actions, 43 actions are due for completion in 2025/26 and 15 are continuous actions that take place every year.

4.2 To date, 90 per cent of actions for 2025/26 are completed, continuous or in-progress.

4.3 Sections 5 and 6 highlight some completed and in-progress actions. The full list of 2025/26 actions are included at Appendix 2.

5 Completed EiM Actions for 2025/26

Self-reporting lifts (Phase 1)

5.1 Self-reporting lifts will improve the speed and accuracy of information about lift service status. Following a short trial, Phase 1 went live in October 2025 with 93 lifts across 28 stations. These lifts now provide live information directly to TfL Go, Journey Planner and third-party apps. More lifts will be added during Phase 1, with the aim to reach around 140 lifts (the full list is set out at Appendix 3).

5.2 Phase 2 lifts will require additional technology to be fitted to the lifts. Survey work has started to scope the feasibility and costs of lifts identified for this phase.

Step-free Access

5.3 Step-free access was provided at Knightsbridge station in April 2025. In early October 2025, a new step-free entrance opened at Battersea Power Station London Underground (LU) station. The entrance provides a second step-free entry/exit to the station and direct access to the new pedestrianised Electric Boulevard high street.

5.4 Colindale is on-track to be the next step-free station, expected to open by the end of 2025. Step-free access between the street and the train is planned to be completed at Surrey Quays by summer 2026. Construction continues at Leyton, Northolt and Hither Green stations. The works at Hither Green are being funded by the Department for Transport (DfT) through its Access for All programme. Detailed design work continues for Burnt Oak.

5.5 A recommendation of our shortlist for the next 17 LU stations to move into feasibility was announced in September 2025. These stations were selected based on the criteria developed through public consultation and stakeholder feedback. These stations are:

(a) Becontree;
(b) Blackhorse Road;
(c) Canons Park;
(d) Dagenham East;
(e) East Putney;
(f) Edgware Road (Hammersmith & City);
(g) Hatton Cross;
(h) Hornchurch;
(i) Kentish Town;
(j) Plaistow;
(k) Putney Bridge;
(l) Ruislip;
(j) Snaresbrook;
(k) South Harrow;
(l) Upton Park;
(m) Willesden Green; and
(n) Wood Green.

Improving Toilet Provision

5.6 New accessible toilets at White Hart Lane, Seven Sisters and Clapton stations have opened to customers, and works are underway at Morden and Amersham stations. We have completed optioneering work for Stratford and Woodford stations to inform construction and we are now looking at options for Green Park and Stockwell stations and at New Cross Gate and Acton Central on London Overground (LO).

5.7 Detailed designs have been completed for the first phase of mid-life renewals. We have completed LED lighting conversions at 36 locations.

New Disability Equality Training (DET) Launched for LU Frontline Colleagues

5.8 At the end of April 2025, we launched a new DET internal online course for frontline LU colleagues. Developed with training experts with lived experience of disability, this entirely new online course provides practical guidance to frontline LU colleagues. Around one in five customer-facing colleagues have already completed the course, with additional communications planned to drive uptake.

Access DLR Made Permanent

5.9 Following a successful trial and positive customer feedback, Access DLR – a free travel assistance service for anyone aged 18 or older who needs extra support from trained staff – has been made a permanent service offering.

New Priority Seat Design

5.10 Following an EiM action to review the most effective interventions for priority seating, we have taken on-board feedback that a more visually distinct priority seat design would help all customers to identify priority seating. We have also added a 'This is a priority seat' badge to the new design.

5.11 Customers will see the new design strategy on new DLR and Piccadilly line trains, as well as on refurbished Central, Waterloo & City line and Elizabeth line trains.

5.12 This new design was launched as part of Priority Seat Week in April 2025, which included announcements on trains, trials of new signage on the DLR, and a campaign raising awareness of people with non-visible disabilities requiring a seat.

Accessibility Signage

5.13 Completed on 30 July 2025, Wembley Park is the latest station to install our accessibility signage standard, which provides a "breadcrumb trail" for the accessible route through a station and onto the train.

5.14 We continue to update our accessibility signage based on feedback from disabled customers and stakeholders. We received feedback that sometimes lifts can be hard to identify and have therefore installed new lift wrap signage as a trial in Paddington station. Feedback has been positive, and we are looking to continue the trial at Westminster station.

Lift and Escalator Design Standards Review

5.15 The lift design standards set minimum car and door opening dimensions for lifts at stations where the lifts are in addition to stairs or escalators (i.e. it does not include stations that only have lifts, such as Covent Garden, which have larger lift sizes). We have updated our standards to increase our minimum requirement for all new lifts from Type 2 car lifts to larger Type 3 car lifts. This allows us to increase capacity in our lifts and recognise the increasing prevalence of larger wheelchairs. This standard also requires a "through lift", meaning wheelchair users are not required to reverse in/out of a lift or turn within the lift. There is a rigorous process for exemptions to this requirement, for example when a new lift is being replaced within an existing lift shaft.

5.16 On escalators, we have introduced safety initiatives, such as speed reduction to support safer boarding and alighting, and additional safety switches to help prevent entrapment. For the proposed Bakerloo Line Extension, we plan to install escalators at a 26.3 degree incline instead of the standard 30 degrees. This adjustment is intended to make the rise of steps more like fixed stairs, helping to

reduce slips, trips, and falls – which can be more prevalent among vulnerable customers.

Translation Review

5.17 We have completed a review to examine how we translate customer-facing communications into other languages, including British Sign Language. Drawing on insights from over 30 customer-facing teams, desk research and external benchmarking, the review highlighted gaps in consistency, prioritisation, and planning when it comes to decisions around translation. The review found our approach can be fragmented and reactive, with no clear framework guiding when or how it should be applied. Teams sometimes lack up-to-date data, consistent decision-making processes, and access to reliable translation suppliers. Digital tools are utilised on an ad-hoc and limited basis without quality assurance. Translation costs are often excluded from budgets. Inconsistent provision of accessible formats, in particular Easy Read, further hinder communication. Overall teams would benefit from more support.

5.18 The review recommends:

(a) the development of a central translation framework and local plans;

(b) good practice guidance on high-quality, ethical use of translation technology;

(c) the co-design of effective solutions with frontline staff and decision-makers;

(d) improved awareness of and access to up-to-date insight on language diversity, literacy, and communication barriers; and

(e) improvement of our approach to use of Easy Read formats.

Inclusive Design Centre for Excellence

5.19 Our recently established Inclusive Design Centre for Excellence is our central hub for embedding inclusive design across all our projects, policies and services. Through the Centre we empower colleagues with the knowledge and skills to ensure transport works for everyone, by offering expert guidance, tools, training and providing space for collaboration. Progress continues at pace. Since our last update we have:

(a) provided advice to numerous projects, including Step-free Access Programme, Interchange Best Practice Guidance refresh, Customer Toilets Good Practice Guidance, TfL25 customer marketing campaign and Elizabeth line digital advertising corridor wrap;

(b) delivered webinars to over 150 colleagues across the organisation on topics including customer toilets and Changing Places, wayfinding and signage, designing for neurodiversity, designing for mental health and wellbeing, inclusive external environments and inclusive engagement;

(c) developed a benefits management strategy for the Centre, intended to provide a structured framework to identify, capture, monitor, measure and report anticipated benefits. This will help to ensure the Centre's deliverables give value to the business, and the appropriate return on investment;

(d) launched a call for evidence with external organisations, communities, and boroughs to help us understand their expectations and develop future plans geared towards achieving them; and

(e) established a Community of Practice within the Investment Planning directorate, aimed at upskilling sponsors and project managers in inclusive design best practice.

Measurements Framework

5.20 There is an EiM action to create a new measurement framework, setting targets over time, and to report performance and progress to the TfL Board and through the Travel in London report. A set of 10 metrics aligned to the pillars and themes in EiM has been created and was published on 14 November 2025. Full details are set out in Appendix 4. Tracked to 2030, these will measure overall performance and progress towards closing the gap among customers with protected characteristics. We plan to publish findings from new research and analysis in Travel in London focus reports. We will continually review the framework, making changes if needed to ensure it is as useful as possible.

Safety and Security Research with Disabled People

5.21 We completed a dedicated piece of research exploring how disabled customers feel about safety and security when travelling. For the majority of disabled customers feeling safe is not just preferable, it is central to whether a journey feels accessible. Safety is described as a baseline requirement that shapes their ability to use public transport confidently and independently.

5.22 Those with physical impairments, including mobility and visual impairments, are the most likely to experience a significant risk of slips trips and falls. Key risk points are boarding/alighting trains or buses, moving through stations, and when buses pull away or stop abruptly.

5.23 From a security point of view, disabled customers feel especially exposed when travelling on the network. Women within the sample also spoke about harassment more than the men. Disabled customers had concerns about reporting security complaints and whether their reports would be acted upon.

5.24 We are working through the recommendations from this research, understanding where projects are already in progress, being scoped or any new requirements we need to explore.

Bystander Marketing Campaign

5.25 As part of our ongoing action to tackle hate crime and harassment, a new campaign was launched during National Hate Crime Awareness Week. The campaign encourages passengers to support those experiencing abuse by acting

as an active bystander engaging with the targeted person as they would a friend, if safe to do so.

5.26 It features real stories of Londoners who helped defuse incidents and was displayed in cinemas, on ITVX and social channels. Posters across the network share additional examples and conversation starters. We have also expanded the free active bystander training sessions for the public.

5.27 This work supports wider safety initiatives, including a new police taskforce focused on sexual offences, violence against women and girls, and hate crime part of the Mayor's commitment to improving safety and confidence for all passengers, especially those disproportionately affected.

6 EiM Actions In-progress

Supporting Londoners on low incomes

6.1 We have begun to scope out work for the action: Work with the Greater London Authority's (GLA) Financial Hardship team to connect Londoners on low incomes with information about financial support. While in the early stages, we expect this work will involve engaging with key stakeholder groups from the outset and building on the knowledge and understanding we already have about this particular group, as well as how they intersect with other vulnerable groups in London.

New DLR Trains Update

6.2 Following the introduction of three B23 trains in September 2025, we had to temporarily withdraw them from service as a precautionary measure following an issue with braking performance during wet weather that was identified on one of the trains. Safety is our top priority so, although there has only been one isolated incident with a single train, all three new trains have been temporarily withdrawn from customer service. We are currently undertaking an investigation to fully understand the cause and return the trains to service as quickly as possible.

6.3 Once the new trains are re-introduced, they will bring significant benefits to customers, featuring walk-through carriages, air conditioning, mobile charging points, and step-free access. Accessibility has been a priority from the start, with enhancements such as larger wheelchair spaces, open multi-use areas, priority seats with armrests, double doors throughout, and standout moquette patterns for priority seats. Vertical handrails and spacious carriages help manage crowding, while larger onboard displays provide live accessibility and service updates. Additional features include door lighting strips, improved audio with induction loops, and clear external signage for accessible areas. The B23 trains will improve service frequency and reliability, especially in areas like the Royal Docks and Isle of Dogs where the DLR is the main transport option.

Step-free Access Look Ahead

6.4 We will be completing concept design for step-free access at eight stations (including South Kensington, and a potential new station at Surrey Canal) and assessing feasibility for 17 more stations on the LU network. This creates a pipeline of projects that can be taken forwards into construction subject to available funding. Surrey Canal is a new station proposed to serve housing development on the Windrush line.

6.5 Design work at Brondesbury and Seven Sisters (LO served platforms only) stations is substantively complete. A decision on funding for the delivery of step-free access at these stations is awaited from the DfT. Detailed design work continues at Wandsworth Town station, funded again by the DfT.

6.6 Funding is being sought from the DfT to complete a revised design for step-free access at Hackney Downs station.

6.7 The status of the four stations on the LO network that were added to the Access for All programme in May 2024 (Bushey, Dalston Kingsland, Gunnersbury and Upminster stations) remains uncertain. The progression of design work at these stations requires the award of funding from the DfT.

Toilet Programme Look Ahead

6.8 Feasibility works are underway at New Cross Gate and Acton Central stations, and we are exploring delivery for Highbury and Islington and Blackhorse Road stations in partnership with Network Rail. Non-GLA funded works are on site or in planning at Colindale, West Ham, Leyton, Northolt, Gospel Oak and Surrey Quays stations.

6.9 Following an antisocial behaviour workshop, there will be a trial of suggested interventions at Upminster Bridge, Dagenham and Upney stations. We are carrying out data validation of toilet real-time information, before going live to customers, and evaluating a cleaning attendant trial at Stratford, Farringdon and Baker Street stations.

6.10 We are also setting up a bus station toilet working group to widen the toilet programme.

EiM Communication and Engagement

6.11 Following the successful first year of EiM we are scoping a communications plan that can amplify the impact of EiM throughout 2026. This was previously referred to as a 'Year of Inclusivity' in EiM.

6.12 This will be an organisation-wide initiative to advocate for a greater focus on inclusion across every part of our operations and network, running from January to December 2026.

6.13 This workstream will consist of spotlighting and amplifying internal and external facing inclusivity initiatives, events and activities.

Travel Assistance Review

6.14 This is a pan-TfL review of the effectiveness of the travel assistance we provide for customers with additional access requirements, including disabled customers, parents and people travelling with children and older Londoners.

6.15 It has been carried out with oversight from a member of our Independent Disability Advisory Group (IDAG), to ensure that lived experience is central.

6.16 We have reviewed existing insight including surveys, complaints, formal challenges and staff feedback. We have also gathered new evidence from the 'All Aboard' customer insight panel, TfL experts, and stakeholder groups. Work is now underway to draft recommendations.

New Equality Impact Assessment (EqIA) Awareness Surgeries

6.17 We have launched focused one-to-one sessions designed to support colleagues who need help with completing EqIAs. This is part of wider work to improve the quality of EqIAs over time.

Innovation

6.18 We continue to explore innovative solutions which can support and improve customer experience including:

(a) WeAssist – an external video call service for visually impaired people which connects them to an assistant to help them navigate. We are looking at how this service, and others like it, could work on our network; and

(b) Waymap Indoor Navigation – this allows a customer to navigate indoors, using sensors in a phone to pinpoint the customer's position within a station.

Future tfl.gov.uk

6.19 A new TfL website is being designed, aimed at being easier to use and better able to support our diverse customers, including:

(a) improved 'findability' to make it quicker and easier to find planning tools and information;

(b) a focus on customer facing language, removing TfL jargon;

(c) making it easier to contact TfL; and

(d) a new 'accessibility' hub to make it easier for customers to find information and station facilities.

7 Next Steps

7.1 EiM continues to evolve with new commitments already added. The end of financial year 2025/26 marks the end of the 'short term' phase described in EiM, which included a number of reviews and strategic research. During 2026/27, we will take stock of the findings of these reviews and research to update EiM commitments and create new ones where needed. This will involve consultation with TfL's IDAG and external stakeholders.

7.2 The Panel will be provided with a further update in six months.

List of appendices to this report:

Appendix 1: Equity in Motion action status explained
Appendix 2: Equity in Motion 2025/26 Actions Update
Appendix 3: Self-Reporting Lifts
Appendix 4: Measurements Framework

List of Background Papers:

None

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Appendix 1: Equity in Motion (EiM) action status explained

(a) Continuous – an action we have identified as not having a definitive endpoint, which is part of our everyday operations.

(b) Completed – the action has been fully completed and is closed.

(c) In progress – actions currently underway.

(d) Scoping – actions being defined, ready to move to ‘in progress’ when agreed.

(e) In pipeline – actions scheduled for future scoping.

(f) New – a new action that we believe to be part of EiM, even if not originally identified. This allows us to be flexible and adapt to the changes around us, and the feedback we receive.

Appendix 2: Equity in Motion 2025/26 Actions Update

15 Continuous

- Providing Turn Up and Go and Passenger Assist
- Travel Mentoring - provide mentoring, schools programme and greater promotion
- Pan-TfL installation of accessibility signage standard
- Marketing campaigns related to hate crime and sexual harassment, and bystander campaigns
- Step-free access (SFA) works at: Leyton and Colindale London Underground stations; Seven Sisters London Overground station
- London Underground SFA programme based on prioritisation model
- Improve toilet provision and toilet facilities
- Implement inclusive design strategies in new development projects considering the needs of e.g. children, older people, women, girls and gender diverse people, people with accessibility needs
- Maintaining cash acceptance
- Work with organisations representing low-income Londoners to share information on affordable fares and concessions
- Continue to engage with stakeholders to review and assess how we manage inclusion conflicts in streetscape design schemes, including bus infrastructure conflicts such as bus stop bypasses
- Ensure climate change adaptation measures across our network and estate do not create additional barriers or inequalities
- Deliver a new Equality Impact Assessment (EqIA) awareness and training programme
- Develop a portfolio of role-specific customer and community inclusion training and guidance products
- Continue to review the standard demographic questions we use in our customer research to ensure we have correct and consistent definitions and all protected characteristic groupings are included

4 Completed

- Review approach to translating communications into different languages, including British Sign Language
- Review lift and escalator design standards
- Undertake a study to better understand how cost affects the travel of people with protected characteristics, to inform our investment priorities
- Undertake a study into harassment experienced disproportionately by women, minority ethnic communities and disabled people when cycling, to identify behaviour change interventions

33 In-progress

- Conduct a pan-TfL review of the effectiveness of the travel assistance we provide for customers with additional access requirements, including disabled customers, parents and people travelling with children, and older Londoners
- Live crowding information, including an ambition to include priority seating availability
- Conduct a complex interchange review, investigating options for improved wayfinding
- Complete installation of 'self-reporting' technology in our lifts to enable automatic notification of faults and live status
- Virtual tools to TfL Go and website to better understand the accessibility of the network
- Improve information on the TfL website to better understand the accessibility of the TfL network
- Review core customer information (on and off network) to ensure availability in a wider range of accessible and inclusive formats
- Feasibility assessment of a virtual help point app
- Use of technology for investigating and reporting crime, starting with trial on buses
- Add reporting of hate crime, antisocial behaviour and safety concerns to TfL Go and website
- Inclusive design appraisals for new commercial and residential projects
- Ensure age-friendly design tools are used to consider the needs and requirements of children, young and older people at every stage of planning and design for new commercial and residential projects
- Complete an audit to identify problematic stations for neurodivergent customers and complete pilot to make improvements based on principles of Design for the mind
- Open lifts and new station entrance at Surrey Quays London Overground Station
- Introduce new DLR trains with improved accessibility
- Rollout of new Piccadilly line trains with improved step-free access between platform and train
- Complete a feasibility study assessing the use of unused spaces on our network for inclusivity purposes, such as exploring calm rooms and LGBTQ+ community spaces
- Mini ramp rollout on Elizabeth line and London Overground
- Develop further connectivity assessment techniques, including Webchat tool, to consider equity in transport planning
- Collaborate with boroughs and stakeholders to assess eligibility vs take-up of concessionary fares by customer groups, developing and delivering plans to ensure entitlements are used by 2025
- Work with stakeholders to review the concession application process to ensure it is simple to understand and accessible to all, and identify ways to improve the clarity and availability of information about the cost of travel
- Explore concessionary cycle hire fares for disadvantaged Londoners
- Engage with Equality, Diversity and Inclusion stakeholders to understand the impact of the London-wide Ultra Low Emission Zone on protected characteristic groups
- Focus road safety communications and training on groups and areas experiencing the greatest disparity in outcome
- Establish a road inequalities alliance with boroughs, public health professionals and others to develop new approaches, including pilots, trials, community co-design and innovation
- Assess TfL's incident reporting systems for the data they hold on the impact of severe weather on incidents
- Identify and prioritise the incident reporting system/s to amend to best enable quantitative climate risk assessment.
- Priorities new greening measures such as green roofs and planting for TfL and Places for London in deprived areas
- Conduct a review of our customer and stakeholder engagement approach to assure inclusion of more diverse views
- 80 per cent of senior managers to have completed Disability Equality Training Band 4
- Review organisational governance around EqIAs and set training targets for colleagues
- Champion a Year of Inclusivity delivering engaging internal and external programming, including a substantial innovation bursary (subject to funding) to support trials and delivery
- Update Understanding London's Diverse Communities evidence base

4 Scoping
• Undertake analysis to fill gaps in understanding regarding the travel patterns and experience of customers from protected characteristic groups and other groups such as low-income and homeless to inform our investment priorities • Carry out a review of the effectiveness of concessions and fare structures supporting lower-income households • Ensure one in six electric vehicle charging points across our estate is a dedicated accessible space • Identify the potential biases, and address them, in our data using the Government Data Ethics Framework

2 In Pipeline
• Enhance neighbourhood policing capability • Work with the Greater London Authority's Financial Hardship team to connect Londoners on low incomes with information about financial support

Appendix 3: Self-Reporting Lifts

143 lifts included within Phase 1 for Self-Reporting Lifts. This list is subject to change as testing is currently underway:

1-4	Bank Lift 8, 9, 10 and 11
5-8	Battersea Lift 1, 4, 2 and 5
9-10	Borough Lift 1 and 2
11-12	Kennington Lift 1 and 2
13-14	Sudbury Hill Lift 2 and 1
15-17	Belsize Park Lift 2, 3 and 4
18-19	Caledonian Road Lift 3 and 4
20-21	Chalk Farm Lift 1 and 2
22	Cockfosters Lift 1
23-24	Finsbury Park Lift 1 and 3
25-30	Green Park Lift 1, 2, 3, 4, 5 and 6
31-34	Hampstead LCU01, LCU02, LCU03 and LCU04
35	Mill Hill East LCU01
36-37	Osterley Lift 1 and 2
38	Kilburn Lift 1
39-40	Nine Elms Lift 1 and 2
41-42	Tufnell Park Lift 1 and 2
43-46	Wembley Park Lift 1, 2, 4 and 5
47-48	Edgeware Lift 1 and 2
49-50	Finchley Central Lift 1 and 2
51-54	Goodge Street Lift 1, 2, 3 and 4
55	Mornington Crescent Lift 2
56-58	Russell Square Lift 1, 2 and 3
59-60	Acton Town Lift 1 and 2
61-68	Bond Street Lift 1, 2, 3, 4, 5, 6, 7 and 8
69-74	Stratford Lift 4, 5, 6, 7, 16 and 17
75-86	Tottenham Court Road Lift 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12
87-96	King’s Cross Lift 1, 2, 3, 5, 6, 7, 8, 9, 10 and 11
97	Canada Water Lift 1
98-100	Canary Wharf Lift 1, 2 and 3
101-103	Canning Town Lift 1, 2 and 3
104-112	Farringdon Lift 1, 2, 3, 4, 5, 6, 7, 8 and 9
113-115	London Bridge Lift 2, 3 and 4
116-124	Moorgate Lift 1, 2, 3, 4, 5, 6, 7, 8 and 9
125-127	North Greenwich Lift 1, 2 and 4
128-129	Southwark Lift 1 and 2
130	Waterloo Lift 2
131-132	West Ham Lift 2 and 4
133-135	Westminster Lift 2, 3 and 4
136-137	Morden Lift 1 and 2
138-141	Covent Garden Lift 1, 2, 3 and 4
142-143	Kingsbury Lift 1 and 2

Appendix 4: Measurements Framework

Equity in Motion (EiM) Pillars:

An equitable customer experience

Metric 1 - Step-free journey time differential
- Additional journey time by step-free routes
- Several relevant EiM actions on step-free access which, when delivered, may directly impact this metric

Metric 2 - Rail crowding
- Proportion of travelled km on TfL's rail services in crowding above two person per square metre
- Crowding has a disproportionate impact on older, disabled, pregnant and people with young children
- Links to several relevant (over)crowding actions in the Mayor's Transport Strategy

Metric 3 - Public engagement in consultations
- Compares participation in TfL consultations (e.g. Have Your Say) by protected characteristic group against the demographic profile of Londoners

Protecting and enhancing connectivity

Metric 1 - Public Transport Accessibility Levels (PTALs) in deprived areas
- PTAL scores in the most deprived areas (bottom 30 per cent most deprived Lower Super Output Areas)
- To improve accessibility and inclusion we want to improve PTAL scores everywhere but especially in deprived areas which tend to have lower PTAL scores and lower car ownership
- Links to bus connectivity action in the Customer Strategy and some relevant actions in EiM which may indirectly impact this metric

Metric 2 - Bus Customer Journey Times
- Pan London weighted customer journey times.
- Different groups use the bus more frequently than the London average, e.g. those under 25, in households with an annual income of less than £20,000, women and Black, Asian and minority ethnic Londoners. After walking, disabled Londoners use the bus more than any other mode.
- Agreed in Bus Action Plan and links to action on bus journey time in the Customer Strategy

Metric 3 - Londoners within 400m of strategic cycle network vs in deprived areas
- The demographic make-up of cyclists in London does not reflect the city's diversity. This is partly because cycle route provision varies
- Agreed in Cycling Action Plan - relevant action on expanding the cycleway network so that 40 per cent of Londoners live within 400m of the network by 2030

Keeping travel affordable

Metric 1 - Fare affordability ratio
- Tracking the affordability of travel in London by highlighting how many hours / minutes worked to afford the cost of daily travel
- The selected wage focuses on lower income Londoners and is linked to earnings
- Several relevant EiM actions on affordability which, when delivered, may directly and indirectly impact this metric

Reducing health inequalities

Metric 1 - Per cent of Londoners completing 20 mins of active travel per day

- Per cent of various subgroups completing 20 minutes of active travel per day.
- Active travel shows some variance between different groups including ethnicity, age, those with a disability, income profile and we want to reduce these inequalities
- Agreed in Cycling & Walking Action Plans and several relevant EiM actions on which may indirectly impact this metric

Metric 2 - Casualty and collision rate

- Annual number of collisions taking place in the most deprived areas (bottom 30 per cent most deprived Lower Super Output Areas)
- People from more deprived areas, some ethnic minorities, disabled people, children and older people are disproportionately affected by road danger
- Several relevant EiM actions on affordability which, when delivered, may indirectly impact this metric

Metric 3 - Air quality inequalities

- NO2 and PM2.5 levels in most deprived areas (bottom 30 per cent Lower Super Output Areas)
- Communities with higher levels of deprivation or a higher proportion of people from ethnic minorities are more likely to be exposed to air pollution while being more vulnerable to its effects
- Several relevant EiM actions on affordability which, when delivered, may indirectly impact this metric

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Customer, Sustainability and Operations Panel

Date: **4 December 2025**

Item: **TfL Green Knowledge Programme**

This paper will be considered in public

1 Summary

1.1 This paper provides the Panel with an overview of the TfL Green Knowledge Programme, summarising our work to develop colleagues and build environment capabilities across the organisation. This programme boosts our ability to deliver the Mayor's Transport Strategy (MTS), London Environment Strategy and Corporate Environment Plan, helps ensure we continue to meet our legal obligations in a rapidly evolving legislative landscape and can provide the best possible service to London now and for generations to come.

2 Recommendation

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

3 Background

3.1 The climate is changing, creating the conditions for the increasing frequency and severity of weather events. Recent flooding, storms and heatwaves have caused safety incidents and disruption and delays on our network; extreme weather events pose risks to our staff, customers and operations. Evidence suggests the frequency and severity of these weather events alongside long-term impacts of a changing climate will continue (Intergovernmental Panel on Climate Change report, 2021).

3.2 Transport is the source of nearly a third of all UK carbon emissions (Department for Transport (DfT) statistics release, 2024). As the largest transport provider in the UK, the largest consumer of electricity in London and one of London's largest landowners, we must minimise our impact on the environment and mitigate the environment's impact on us, while keeping London moving, as safely, inclusively and sustainably as possible.

3.3 The UK has made global commitments to become net zero carbon by 2050 and to protect at least 30 per cent of land and sea to stop the decline of species and increase wildlife rich habitat by 2042. Under the Climate Change Act 2008, the UK also has the obligation to adapt the country for the impacts of climate change. The Environment Act 2021 has had several subsequent regulations which have come into force more recently, including the obligation from 2024, to have a 10 per cent net gain in biodiversity on any scheme requiring planning permission. The Mayor has challenged us to have net zero operations by 2030, and to have

an overall net gain in biodiversity on our estate by 2030 as compared with our baseline in 2018.

3.4 However, the UK workforce suffers from significant skills gaps to achieve these goals. Skills England – launched by the Department for Education (DfE) in summer 2024 to ensure the UK market has the skills required to succeed globally – reports that 'green' skills are one of the largest skills gaps in the UK and that over 71 per cent of jobs in 2035 will be filled by people already in employment (DfE report, 2024) thus requiring upskilling. It also notes that those organisations with the greatest ability to upskill are those best placed to grow and innovate. In addition to specific green skills (ecology, sustainable drainage, energy management, heat pump installation, and so on), the report notes UK skills gaps in reasoning, problem solving, judgement and decision-making.

3.5 Key government departments including the DfT (National Skills Academy for Rail report, 2024), the Department for Environment, Farming and Rural Affairs (Environment Improvement Plan 2023) and the Department for Energy Security and Net Zero (Assessment of clean energy skills challenge, 2025), have expressed concerns about the lack of knowledge and skills in environment and the associated, required critical application skills.

3.6 A review of our environmental legal and policy obligations and commitments and their implementation indicates our skills gaps are reflective of similar specialist green skills highlighted in the Skills England report. Additionally, there is a continued need for strong generalist skills, key competencies and behaviours such as leadership and agility to conduct our roles in a way that meets our existing and emerging accountabilities. These include but are not limited to asset, project and contract management.

3.7 All this highlights an intrinsic need to upskill one another to meet the significant challenges ahead.

4 Green Knowledge Programme

4.1 Our Green Knowledge Programme aims to help all parts of our organisation understand and feel equipped to mitigate our impact on the environment and make our network better adapted, and more resilient, to climate change. It enables us to better deliver the MTS, remain a competitive employer and intelligent client while working within a complex and uncertain financial context.

4.2 Our key objectives include supporting TfL to remain legally compliant in a rapidly evolving legislative landscape, improving our capabilities across the organisation, to be recognised as a global leader on environment and to identify ways to go beyond our obligations and provide the best possible service to London, attracting and maintaining customers.

4.3 The Green Knowledge Programme aligns with the principles of TfL's broader Our learning and development approach (launched in 2024) in that it is engaging and personalised, aligned to our business strategy, evidence-based and financially sustainable. The training offers a way for colleagues to further develop their skills and knowledge in environment, while the in-house trainer model provides a path

for colleagues to develop as leaders and facilitators on environment regardless of their substantive role.

4.4 The Green Knowledge Programme supports our efforts to build our future talent pipeline by recruiting and developing graduates and apprentices including those who are part of our specialised sustainability graduates and apprenticeship schemes.

5 Training

5.1 Since 2022, we have developed and delivered three in-person environment training courses tailored for TfL colleagues. Distinct, but complementary to our broader skills and talent acquisition and retention programmes, the Green Knowledge Programme focuses on addressing specific skills gaps on environment and building capacity across our workforce.

Carbon Literacy Training

5.2 Our full-day Carbon Literacy course, accredited by the Carbon Literacy Project, sets out basic knowledge about the science of climate change and the carbon costs and impacts of everything we do. We discuss a summary of international, national and local targets and policies to address climate change. The course explains TfL's influence on carbon, the emissions that make up our footprint, our approach to reducing carbon and our current performance.

5.3 Throughout the day there are interactive activities to support delegates' understanding of different types of carbon and the varying impacts of different activities on emissions. There are also prompt questions and discussions to help delegates consider how the learning relates to our work at TfL. The day ends with delegates making an individual and a group pledge of how they can reduce carbon emissions at work and completing an application to receive a globally recognised certification from the Carbon Literacy Project.

5.4 The TfL course was piloted and launched in summer 2022. Since then, more than 6,700 TfL colleagues have completed the course. Having trained more than half of all support staff, we are focusing on new joiners including graduates and apprentices. Our goal in 2025/26 is to train 1,000 colleagues.

Adaptation, Green Infrastructure and Biodiversity Training

5.5 The full-day course provides instruction on the concepts of climate risk and adaptation, biodiversity loss and its impacts and nature-based solutions and green infrastructure. It then focuses on TfL's obligations, strategy and risks and what actions we are taking.

5.6 Throughout the day there are interactive activities and prompt questions to support delegates' understanding and retention of core concepts and to demystify the Environmental Evaluation, a tool which aids schemes to identify environmental risks and opportunities.

5.7 The TfL course was piloted in autumn 2024 and launched in summer 2025. Since then, approximately 350 TfL colleagues have completed this course. Our ambition in 2025/26 is to train 750 colleagues.

Operational Environmental Awareness Training

5.8 The three-hour course provides an overview of our Corporate Environment themes, why they are important, what TfL is doing about each and practical steps of what each delegate can do at work to support our strategic aims. The course includes a series of group activities to apply the learning to practical application at work, such as identifying invasive species on the network and discussion around when and how to report an environmental incident.

5.9 The TfL course was piloted in autumn 2024 and launched in summer 2025. Since then, approximately 150 TfL colleagues have completed this course. Our ambition in 2025/26 is to train 350 colleagues.

6 Our Delivery Model

Format

6.1 The format of Green Knowledge Programme trainings is that each is delivered in-person by TfL colleagues on the TfL estate. Each training, tailored for TfL colleagues and targeting specific skills needs, has been developed by the TfL Sustainability team in collaboration with our Learning and Development team and subject matter experts in each discipline.

6.2 Our trainings are in-person and include a mix of delegates from teams across the business, enabling colleagues to hear from one another and connect on how these learnings apply in different business functions to deliver the best possible service to all customers.

6.3 All trainings involve interactive activities and discussion, concluding with actions individuals can take at work. Content is continuously refreshed to ensure it is as current as possible.

Delegates

6.4 We seek to target training in a way that participation translates into a clear impact on TfL improving the environment and professional development for all delegates. Our courses aim to reach colleagues in all areas of the organisation and across all levels of seniority while targeting specific skill needs.

6.5 Carbon Literacy training is open to all TfL colleagues with a focus on support service colleagues whose roles can have the largest direct impact on TfL carbon emissions. All Chief Officer areas are represented, with several including Carbon Literacy on their local scorecards and Carbon Literacy pledges in their annual objectives.

6.6 Adaptation, Green Infrastructure and Biodiversity training is open to colleagues who have completed Carbon Literacy training and targets those directly linked with project delivery and asset management including project managers, sponsors, delivery engineers, asset managers and procurement and commercial colleagues.

6.7 Operational Environmental Awareness training is open to operational colleagues across all TfL modes. Courses are delivered on-site at operational locations with content that is bespoke for each transport mode. When scheduling colleagues on courses we make clear that participation must not disrupt normal business operations or result in any additional hours or overtime.

Trainers and Coordinators

6.8 Our Green Knowledge Programme recruits, coordinates and develops a network of colleagues from across every Chief Officer area, complementing individuals' substantive roles and creating a culture of learning that helps us to achieve our strategic aims. Trainers must attend and pass a two-day TfL Train-the-Trainer course, attend monthly trainer catch ups and learn and deliver course material. Our most experienced trainers observe newer trainers to support their course delivery. Trainers provide support to their delegates in preparation for, during and after the course.

6.9 To support the scale of Carbon Literacy training in 2023/24, we established volunteer coordinators in each Chief Officer area that collaborated to plan, implement and report progress towards delegates signing up and completing training. Today, coordinators remain vocal advocates on environment in their areas.

6.10 This approach provides a professional development opportunity to colleagues and the co-benefit of building an internal cohort of in-house specialists.

Complementary Resources

6.11 To support continued learning of colleagues whether having attended the in-person trainings or not, complementary resources are available to TfL staff including a Green Knowledge site, a Safety, Health and Environment Business Partner Environmental Resources site, a suite of internal eLearning courses, Toolbox talks for short, on-site briefings and a sustainability toolkit with materials to encourage team discussion on how to embed the principles of sustainability into our work.

7 Our Impact

7.1 At the time of writing, approximately 142,059 individuals from over 12,931 organisations in 47 nations around the world were carbon literate. Of the approximately 6,700 TfL colleagues who have completed the training more than 5,700 have submitted successful applications and become certified. This means that approximately four per cent of all those certified globally were trained at TfL.

7.2 Outside of the education sector, TfL has the largest number of in-house, volunteer trainers anywhere in the world. In terms of professional development, 91 per cent of our trainers have said they would recommend the role to a colleague and several have sighted how becoming a trainer has encouraged them to pursue career progression and to embed environment into the new roles they secure.

7.3 Beyond these and other basic statistics, it is important to us that we properly assess the value of training.

7.4 We have tracked the development and delivery of Green Knowledge Programme trainings on the TfL Scorecard and/or Green Roadmap in 2023/24, 2024/25 and 2025/26. To assess these trainings, we follow the TfL Kirkpatrick model, seeking to understand the reaction, retention, behaviour change and impact.

Carbon Literacy Training – The Pledge Project

7.5 To measure our impact, the Learning and Development team sends colleagues a survey following the training to capture their reaction to the course. Building on this, we carry out research, The Pledge Project, to find out more about the initial impacts of Carbon Literacy training. For those trained in 2022/23 and 2023/24, we surveyed 3,753 colleagues six to 12 months after attending the training to find out how implementation of their pledges was progressing and to understand more about retention, behaviour change and impacts from having attended the course – 2,126 colleagues responded. We then interviewed 64 colleagues in semi-structured interviews to find out more about the implementation of their pledges and to gain further understanding on elements such as barriers faced and any carbon or cost savings.

7.6 We found that:

(a) 86 per cent of colleagues reported ‘good’ or ‘excellent’ confidence talking about carbon after the training, as compared to 17.6 per cent before training;

(b) 65 per cent of colleagues reported having completed or progressed at least one of their two Carbon Literacy pledges;

(c) for the first year, Viewpoint, the annual staff survey, asked colleagues how strongly they believed that TfL is taking action to improve the environment and if TfL supports them to take action to improve the environment. Teams that had high levels of participation in Carbon Literacy training also scored more highly on these Viewpoint questions;

(d) 54 per cent of respondents who had completed or were progressing a Carbon Literacy pledge identified tangible cost savings associated with their action;

(e) of five colleagues we interviewed, at least £3m has been saved because of their pledges, with four of the five being recurring annual cost savings. While exact cost savings for all pledges is hard to quantify, this small handful of examples illustrates the massive savings potential by increasing our carbon knowledge and putting it to use in our day to day.

(f) A few other examples include:

(i) a senior construction manager pledged for their team to use our in-house carbon planning tool in the planning stage on all sites. Through use of this tool, the team saved 2,500 tCO2e by switching from road to engineering vehicles to transport waste and saved £1.5m through the reuse of existing materials;

(ii) a rolling stock replacement project manager pledged to reduce carbon emissions at one of our depots by reusing and recycling materials onsite.

The pledge educated teams and contractors on the importance of considering carbon in projects. This practice saved 155 tCO2e through use of materials, reduced transport emissions and £95,000 of cost savings by sharing equipment and hazardous waste removal; and

(iii) a workplace services customer delivery manager pledged to reduce carbon emissions and single-use materials in a cleaning contract. After a successful trial using dilutable concentrated capsules in three stations, this approach was introduced to 272 stations. This practice saves £23,500 and more than 50,000 plastic bottles from entering the waste stream every year. It has also reduced storage space needs by 90 per cent across the network.

Adaptation, Green Infrastructure and Biodiversity Training

7.7 Following Adaptation, Green Infrastructure and Biodiversity training, delegates are sent a survey to capture their reaction to the training. To further assess retention, behaviour change and impact, we have included a 90 per cent Environmental Evaluation compliance rate for projects that move through Pathway gates 1, 2 and 3 on the 2025/26 TfL Scorecard. An Environmental Evaluation is a tool which aids schemes to identify environmental risks and opportunities.

Operational Environmental Awareness Training

7.8 Following the Operational Environmental Awareness training, delegates are sent a survey to capture their reaction to the training. To further assess retention, behaviour change and impact, we are monitoring how well colleagues report environmental incidents on the network.

Awards and Recognition

7.9 Our Carbon Literacy training programme has received several recognitions. In 2023, we received Bronze Accreditation from the Carbon Literacy Project and were one of three organisations globally to receive a Carbon Literacy Action Day award. In 2024, we were a finalist in the 2024 Chartered Institution of Highways and Transportation Sustainability Awards, received Silver Accreditation from the Carbon Literacy Project and earned the TfL You Matter Award for the Green category.

Sharing Best Practice

7.10 Since launching our programme, international, national and local organisations including the Greater London Authority transport bodies, environment agencies, a globally recognised media company and government departments have sought our advice on how to build and implement their own training programmes to build capabilities on environment. This engagement has helped to further raise visibility of environment within the organisation and of TfL as a global leader.

7.11 The measurable outcomes of the Green Knowledge Programme indicate that our trainings increase colleague confidence, professional development and knowledge which is already resulting in positive behaviour and culture change at

work and millions of pounds of recurring cost savings. As we continue to mature, we will continue to better understand where our skills gaps are and how we might tailor training experiences to address these.

8 Next Steps

8.1 We are tracking business feedback and progress on the completion rate of Environmental Evaluations on the 2025/26 TfL Scorecard. We are also currently developing our plans for 2026/27 and will keep the Panel updated on progress and impact.

List of appendices to this report:

None

List of Background Papers:

Department for Education (2024, September) – Skills England: Driving growth and widening opportunities report

Department for Environment, Food and Rural Affairs (2023) – Environment Improvement Plan 2023: First Revision of the 25 Year Environment Plan

Department for Net Zero and Energy Security (2025, May) – Assessment of the clean energy skills challenge

Department for Transport (2024, December) – Greenhouse gas emissions from transport in 2022

Intergovernmental Panel on Climate Change (2021, August) – IPCC Sixth Assessment Report, Chapter 11: Weather and Climate Extreme Events in a Changing Climate

National Skills Academy for Rail (2024, July) – Future skills assessment for the transport sector report produced for the Department for Transport

Transport for London (2024, March) – Our learning and development approach

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Customer, Sustainability and Operations Panel

Date: **4 December 2025**

Item: **TfL Annual Report: Sustainability Disclosures**

This paper will be considered in public

1 Summary

1.1 This paper provides the Panel with an overview of TfL's strategic approach to sustainability reporting and how such reporting is highlighting the steps we must take to manage our risk profile as a business.

2 Recommendation

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

3 Background

3.1 As an organisation, we have a positive impact on all three pillars of sustainability – economic, social and environmental - through our work, which improves London's economic development, social development and its environment. Beyond this, we work hard to ensure our organisation is itself increasingly sustainable, from achieving and maintaining our own financial sustainability, continuously seeking ways to be an even better employer, and how we minimise our impact on the environment and, where possible, improve it.

3.2 As the Greater London Authority's (GLA) largest functional body, our contribution to these objectives is clear in our core mission to implement and report our progress against the Mayor's Transport Strategy (MTS), the London Environment Strategy and the London Plan. TfL's reporting, through our Annual Report and Business Plan, consistently demonstrates our performance to implement the Mayor's ambitions and shows how our work promotes and improves the economy, society and environment of Greater London and beyond.

3.3 Sustainability is embedded at the core of our Corporate Strategy, which is structured around five pillars: our customers, our colleagues, our finances, safety and security, and our green future. To support this, TfL utilises financial sustainability reporting as a strategic tool to embed sustainability into our governance and investment decisions.

3.4 The landscape of sustainability reporting is rapidly changing, and the emerging best practice is to embed clear, consistent disclosures into mainstream reporting. At COP26, the 2021 UN Climate Change Conference in Glasgow, the Trustees of the International Financial Reporting Standards

(IFRS) announced that an International Sustainability Standards Board (ISSB) would be established to develop and agree a global baseline of reporting standards. This was to enable investors and financial markets and other interested stakeholders holding organisations to account to more clearly understand the progress organisations are making on sustainability, rather than having to analyse voluminous reports that may or may not disclose anything materially valid or comparable.

3.5 It was agreed that the ISSB would set standards that build upon the previous frameworks, including the Task Force for Climate-related Financial Disclosures (TCFD), which was dissolved in 2023, transferring its function to the IFRS. The Taskforce on Nature-related Disclosures (TNFD) is expected to follow suit.

3.6 The ISSB published its first two standards in June 2023: IFRS Standard 1: General Requirements for Disclosure of Sustainability-related Financial Information; and IFRS Standard 2: Climate-related Disclosures.

3.7 The UK Government has consistently been a strong supporter of the ISSB's objectives and is currently working to understand the exposure and oversight of these standards within the UK. Next, it plans to publish UK versions of these standards for voluntary use – UK Sustainability Reporting Standard 1 (UK SRS S1) and UK Sustainability Reporting Standard 2 (UK SRS S2) - and consider alongside the Financial Conduct Authority if these should become mandatory for some organisations. A public consultation on the UK SRSs was held between June and September 2025, to which we responded.

3.8 In the meantime, the Government has advised that organisations like our own should follow the TCFD and TNFD frameworks in our reporting.

4 Our Progress To Date

4.1 Our reporting follows the TCFD and TNFD frameworks. We included a high-level TCFD in our 2021/22 Annual Report, which we expanded in our 2022/23 Annual Report to cover all four TCFD pillars: Governance, Strategy, Risk and Metrics. This was supported by a Places for London specific report developed with CBRE.

4.2 Following a review of ISSB requirements, we published our first TNFD-aligned disclosures in our 2023/24 Annual Report. Our 2024/25 Annual Report marked the first time we published the results of a scenario analysis (conducted in collaboration with the Government Actuary's Department) of a set of key risks and opportunities across climate and nature, marking a significant step in our maturity.

4.3 Scenario analysis is a tool for assessing the potential business implications of risks and opportunities, and for informing stakeholders about how an organisation is positioning itself considering these risks and opportunities. It is a core recommendation of both ISSB and TNFD, supporting forward-looking, evidence-based decision-making. It enables TfL to test the resilience of our

strategy under different future conditions, quantify potential financial impacts, and better understand our dependencies on natural systems.

4.4 Our sustainability reporting is externally audited as part of our Annual Report compliance, providing reasonable assurance. Our external auditors have given positive feedback on our progress and we are recognised as leaders on sustainability reporting by Government and wider industry. For example, His Majesty's Treasury have indicated that our 2023/24 Annual Report is an exemplar.

4.5 These sustainability reporting frameworks – reporting on strategy, governance, metrics and risk – enable us to better understand the environment's impact on us and our impact on the environment, laying the groundwork for transformative decision-making.

4.6 For example, we found that the risk to TfL just from surface water flooding of London Underground (LU) station tunnel shafts and portals is approximately £5m per year from the 2030s. Under the scenario with the greatest climate change, that risk increases to £7.8m per year by the 2080s. This is only considering the financial impact of lost revenue from closed sites and increased costs associated with safety. We were also able to qualitatively assess financial risk of further impacts, including increased cost of capital expenditure, repair costs, increased insurance premiums and loss of tenants, which will all add further cost to the business. In addition, since these figures are annualised, they may be higher in some years.

4.7 These insights are valuable, and our data and maturity will improve over time, allowing us to be able to generate more accurate and comprehensive financial insights that can inform both strategic and day-to-day decision-making. Our aim is to continually improve our ability to quantify the sustainability impact of decisions made at every level of the organisation, from how we design our operations, procure goods and services, develop business cases, the management of projects across their entire life cycle, to organisational-wide business planning and budgeting.

4.8 For example, the real-world financial implications of flooding, as evidenced by case studies, such as the surface water flooding of LU station tunnel shafts and portals described above, has reinforced our commitment to investing in the delivery of sustainable drainage systems across our network. However, we do not have the complete picture of the total quantified financial understanding of all our climate risks and continued improvement is needed. Sustainability reporting helps highlight the gaps where more data is required, as we progress improvement plans, such as our Climate Change Adaptation Plan.

4.9 One of the more mature aspects of our sustainability reporting is our understanding of the cost of meeting operational carbon targets, as captured in our annual Climate Budget, which forms part of our submission to the Mayor's Budget. The sustainability reporting frameworks we align to, and for some aspects are required to follow, provide a consistent approach. This

enables us to benchmark with our peers, better assess our interdependence with others and identify areas for improvement activity.

5 Next steps

5.1 Our current work on sustainability reporting is aligned to the emerging UK SRS, and our programme will be updated once the UK Government publishes the final set of standards. Consequently, over the next 12 months we will focus our efforts on the following areas:

(a) formalising ISSB and UK SRS alignment, including determining necessary data collection, assurance, and governance processes;

(b) improving our scenario analysis by focusing on risk quantification. This will help us to better understand the financial impact and broader impact of risks and enable us to plan and manage these risks more effectively, building our resilience. The first step to this is creating a long list of risks and opportunities to establish, which will be most appropriate for scenario analysis;

(c) integrating climate factors into the MTS scenarios. Our scenario analysis combined the MTS scenarios, which are used for TfL strategic decision-making, with the Network for Greening the Financial System scenarios, which are recommended for use by ISSB. Going forward, we want to ensure that we have an integrated approach for strategic planning, and so we will work to incorporate relevant climate factors into our MTS scenarios;

(d) integrating Transition Plan requirements into current publications and disclosures. Transition Plans, which the government is currently consulting on, are expected to set out how organisations will align their operations with the UK's net zero targets. Our approach will meet these requirements through integrated reporting across the Annual Report and Statement of Accounts, Corporate Environment Plan, and Carbon Budget. We will publish a diagram in the Annual Report that signposts where Transition Plan information can be found; and

(e) completing a nature-based risk assessment to further strengthen TNFD reporting.

5.2 We will conduct a post-reporting review to assess effectiveness, identify gaps, and refine methodologies, which will inform the scope for future reporting. This will ensure that we remain at the forefront of sustainability reporting and continue to deliver value through transparency and strategic alignment.

List of appendices to this report:

None

List of Background papers:

TfL Annual Reports – for financial years 2021/22, 2022/23, 2023/24 and 2024/25

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Customer, Sustainability and Operations Panel

Date: **4 December 2025**

Item: **Customer, Sustainability and Operations Report - Quarter 2 2025/26**

This paper will be considered in public

1 Summary

1.1 This paper updates the Panel on TfL's customer, sustainability, and operations performance for Quarter 2 2025/26 (22 June to 13 September 2025).

1.2 Customer, Sustainability, and Operations reports are included in the Appendices.

2 Recommendation

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

3 Executive Summary from Customer Report, Quarter 2 2025/26

3.1 This quarter delivered strong results in customer perception and satisfaction, supported by effective travel demand management and marketing campaigns. Key challenges included industrial action, increased contact centre demand, and a rise in complaints.

3.2 Customer perception improved to 67 per cent, exceeding the annual target. Satisfaction remained high across all modes, with Public Transport scoring 78 per cent overall. Commendations increased significantly on last quarter, while complaints rose year-on-year, driven by Oyster and IFS Cloud Cable Car issues.

3.3 Rail demand grew early in the quarter but fell later due to strikes and economic uncertainty. Bus and DLR usage declined, with DLR affected by timetable changes due to new rolling stock testing. Ticketing system availability remained above target.

3.4 Call volumes increased, leading to longer wait times and higher abandonment rates. Correspondence performance improved, and specialist lines such as for Ultra Low Emission Zone (ULEZ) maintained strong results, though Taxi and Private Hire remain below target.

3.5 TfL Go and the website handled record demand during strike action, with significant growth in app usage and website traffic. Customer satisfaction with digital platforms remains high.

3.6 Major campaigns supported disruption management during strikes and events such as Notting Hill Carnival. Additional campaigns promoted active travel, Santander Cycles, Silvertown Tunnel Auto Pay, and behaviour change initiatives like Travel Kind.

3.7 Autopay services and registered vehicles continued steady growth, supporting compliance and convenience for customers.

3.8 Several consultations were completed, with more planned for next quarter. Bus service changes included frequency adjustments and new school routes, alongside proposals for new night and Superloop services under consultation.

3.9 We participated in London Assembly scrutiny sessions covering fare evasion, investment, and walkability.

4 Executive Summary from Sustainability Report, Quarter 2 2025/26

4.1 In Quarter 2, we continued to make strong progress against our environmental ambitions as set out in our Corporate Environment Plan and TfL Scorecard for 2025/26, with notable developments in fleet decarbonisation, renewable energy sourcing, climate adaptation, and biodiversity enhancement. By the end of September, more than 2,500 zero-emission buses were operating across London and this has since increased to more than 2,600 currently. This means more than a quarter of the fleet is now zero-emission. This transition is already delivering measurable reductions in operational carbon emissions and supporting UK manufacturing jobs, while positioning London’s bus network as one of the greenest globally.

4.2 We advanced our climate mitigation efforts through the Solar Private Wire project, which will connect locally generated solar power directly into the London Underground network. The procurement process is nearing completion, with contract award expected in early 2026. We also began the initiation of energy efficiency work under the Greater London Authority-funded Zero Carbon Accelerator framework, helping us prioritise impactful interventions across our estate.

4.3 Our climate adaptation and biodiversity initiatives also progressed. As a founding member of the Flood Ready Partnership, we are supporting the delivery of the London Surface Water Strategy, with pilot schemes underway in central London and the Lee Valley. We launched a feasibility study into a habitat bank model to meet Biodiversity Net Gain obligations, leveraging our extensive estate to deliver ecological benefits. Internally, our Green Knowledge programme continues to build environmental capability, with over 6,700 colleagues trained to date and new courses launched to support operational and strategic delivery.

5 Executive Summary from Operations Report, Quarter 2 2025/26

5.1 Overall performance this quarter was strong, with most services exceeding their targets despite some operational challenges.

5.2 London Underground maintained robust underlying performance, though journey time targets were narrowly missed due to prolonged incidents on the Wimbledon branch of the District line and industrial action in September.

5.3 Bus services continued to improve, with reductions in journey times and excess wait times. While increasing bus speeds remains challenging, ongoing investment in roadworks coordination and the Bus Priority programme is delivering greater reliability.

5.4 Rail services performed well. The Elizabeth line exceeded targets in four of the last five quarters and set a new record for passenger demand, with over one million journeys in a single day. London Overground achieved its best journey time result in five quarters, and DLR performance strengthened despite some disruption from industrial action. London Trams delivered improved journey times and completed complex infrastructure upgrades, while maintaining reliability despite an ageing fleet.

5.5 Other modes also delivered positive results. Victoria Coach Station exceeded its departure target for the first time in over a year, supported by seasonal demand and improved operator coordination. Dial-a-Ride consistently exceeded its 90 per cent target, aided by system enhancements and supplier collaboration.

5.6 Active travel and river services showed mixed results. Santander Cycles remained below target but improved on previous quarters, with usage surging during September strike action. The Cable Car maintained high availability and attracted more visitors through summer events and creative partnerships. Woolwich Ferry availability was below target due to technical issues, but repairs and enhanced maintenance protocols are in place.

5.7 Road Network performance met its target, with disruption reduced through better planning and coordination of major utility works, contributing to smoother traffic flow.

List of appendices to this report:

Appendix 1: Customer Report, Quarter 2 2025/26
Appendix 2: Sustainability Report, Quarter 2 2025/26
Appendix 3: Operations Report, Quarter 2 2025/26

List of Background Papers:

None

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Appendix 1

Customer Report, Quarter 2 2025/26 (22 June – 13 September 2025)

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Consultations

Bus route changes and proposals

London Assembly Scrutiny

1. 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 (LU) 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.

2. 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	2025/26 Year-to-date actual	2025/26 Year-to-date target	2025/26 Full-year forecast	2025/26 Full-year target
Customer				
Londoners who agree we care about our customers (per cent)	67	60	63	60

3. Customers

TfL cares about its customers

The proportion of Londoners agreeing with the statement 'TfL cares about its customers' was 67 per cent this quarter, an increase of one per cent from last quarter and seven per cent above the annual target. The Quarter 2 score in 2024/25 was 61 per cent, indicating sustained improvement.

Among public transport users (those who have used public transport in the last seven days), agreement is 70 per cent this quarter, up three per cent from last quarter. For disabled Londoners, agreement stands at 58 per cent, an increase of one per cent.

Analysis identifies five key drivers influencing perceptions of whether 'TfL cares about its customers':

(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 four of the five drivers increased this quarter by one or two per cent, while 'Supports customers when things go wrong' remained unchanged. Compared to Quarter 2 2024/25, all five drivers have risen by between four and seven per cent.

Supporting customers when things go wrong continues to perform less strongly, scoring 62 per cent this quarter versus 68 to 71 per cent for other drivers. This area was affected by recent strike action: during the strike week, overall perception dropped by seven per cent, but recovered quickly in the following period. Current trends indicate performance is on track for a historic high. Anecdotal evidence

suggests customers were able to plan around disruption more effectively than during previous strikes, and sentiment appears broadly supportive of TfL during this action, with limited sympathy for those striking. It remains uncertain whether this support will persist if further strike action occurs.

Satisfaction

This was a very stable quarter for Customer Satisfaction; there were no significant changes to Public Transport Customer Satisfaction Score (CSS)or mode satisfaction metrics except for the expected seasonal changes in satisfaction with on mode temperature.

Public Transport CSS was stable at a record high of 78. The overall satisfaction score for LU was 78, Bus was 79, London Overground (LO) was 81, Elizabeth line (EL) was 84 and DLR was 81.

Last quarter there were significant improvements in satisfaction with almost all Elizabeth line and DLR metrics. These gains were largely maintained in Quarter 2.

LO, Bus and LU largely maintained the significant improvements in on mode and at station/stop satisfaction scores achieved in Quarter 4 2024/25 for a second consecutive quarter. The one exception to this is satisfaction with Helpfulness and general attitude of staff for LO which has fallen three per cent since the record higher score achieved in Quarter 4.

Ridership

During Period 4, the rail modes saw an increase in demand year-on-year, with LU, EL and LO growing by 2.5 per cent, 6.8 per cent and 3.4 per cent respectively. Trams also saw an increase of 3.3 per cent year-on-year. However, bus and DLR usage decreased by 4.5 per cent and 3.4 per cent, respectively. Overall, there was a 0.9 per cent decrease year-on-year across our modes.

In Period 5, LU, EL and LO continued to grow, rising by 2.1 per cent, 8.0 per cent and 9.4 per cent, respectively. Trams saw strong demand at 19.5 per cent. Bus continued its downward trend, falling by 1.0 per cent. DLR usage fell by 10.8 per cent due to a reduced timetable to enable testing of the new trains. Overall, we recorded an increase of 1.0 per cent year-on-year.

During Period 6, LU services were severely disrupted by industrial action on 7-11 September 2025, which had a significant impact on year-on-year journey growth. LU and DLR journeys were down 14.7 and 12.2 per cent respectively on last year, while EL and LO saw strong increases of 10.9 and 4.7 per cent, respectively. Bus and tram usage declined by 4.7 and 4.5 per cent, respectively. This resulted in a 6.7 per cent decline year-on-year in our journeys overall.

A range of external factors, including economic uncertainty, rising property rents and potential weakness in employment trends, has continued to contribute to lower-than-expected demand.

As well as this, industrial action affected our LU and DLR services in the last week of Period 6, but slightly boosted demand on some other modes. The net impact of this contributed to the smaller than expected year-on-year demand growth.

These trends align with our assessment that the external environment and industrial action are the primary drivers behind the shortfall in demand compared to budget expectations.

Ticketing System Availability

	Q2 2024/25			Q2 2025/26		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
LU – ticketing system overall availability (per cent)	99.29	+1.09	+0.37	99.11	+0.91	-0.18
London Buses – bus validations – overall availability (per cent)	99.80	+0.80	+0.15	99.76	+0.76	-0.04

Targets continue to be exceeded for both LU and Buses in this quarter and year to date.

Ultra Low Emission Zone (ULEZ) and Congestion Charge Auto Pay

At the end of Quarter 2 2025/26, there were a total of 1,867,670 active Autopay services and 3,267,770 active vehicles. Autopay service volumes grew at an average rate of 2.66 per cent and vehicles at 2.18 per cent per month over Quarter 2.

Calls

Road charging and ULEZ
Past five quarters

(a) 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 (seconds) of 67.

(b) In Quarter 3 2024/25 there were 261,506 calls received; 256,045 calls answered; two per cent of calls abandoned and an average speed of answer (seconds) of 50.

(c) In Quarter 4 2024/25 there were 321,987 calls received; 318,497 calls answered; one per cent of calls abandoned and an average speed of answer (seconds) of 24.

(d) In Quarter 1 2025/26 there were 398,628 calls received; 377,446 calls answered; five per cent of calls abandoned and an average speed of answer (seconds) of 116.

(e) In Quarter 2 2025/26 there were 400,015 calls received; 376,430 calls answered; six per cent of calls abandoned and an average speed of answer (seconds) of 139.

Capita's Road User Charging Contact Centre continues to perform well within contractual targets. The average speed of answer for Quarter 2 is 139 seconds and the call abandon rate is six per cent against a target of no more than 12 per cent of calls. Call volumes continued to increase during Quarter 2 as a result of our new Tunnel User Charging scheme going live on 7 April 2025. However, go live readiness activities followed by ongoing monitoring and resource adjustments have ensured continued good performance within Capita's contact centre.

Past five years

(a) In 2021/22 there were 1,590,871 calls received; 1,518,973 calls answered; 5 per cent of calls abandoned and an average speed of answer (seconds) of 48.

(b) In 2022/23 there were 1,251,212 calls received; 1,222,640 calls answered; 2 per cent of calls abandoned and an average speed of answer (seconds) of 46.

(c) In 2023/24 there were 1,421,749 calls received; 1,371,100 calls answered; 4 per cent of calls abandoned and an average speed of answer (seconds) of 65.

(d) In 2024/25 there were 1,120,400 calls received; 1,100,219 calls answered; 2 per cent of calls abandoned and an average speed of answer (seconds) of 41.

(e) In 2025/26 there were 798,643 calls received; 753,876 calls answered; 6 per cent of calls abandoned and an average speed of answer (seconds) of 128.

Taxi and private hire
Past five quarters

(a) 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 (seconds) of 26.

(b) In Quarter 3 2024/25 there were 65,266 calls received; 64,411 calls answered; one per cent of calls abandoned and an average speed of answer (seconds) of 31.

(c) In Quarter 4 2024/25 there were 81,564 calls received; 60,359 calls answered; 23 per cent of calls abandoned and an average speed of answer (seconds) of 394.

(d) In Quarter 1 2025/26 there were 61,820 calls received; 55,441 calls answered; 10 per cent of calls abandoned and an average speed of answer (seconds) of 217.

(e) In Quarter 2 2025/26 there were 51,727 calls received; 50,407 calls answered; three per cent of calls abandoned and an average speed of answer (seconds) of 54.

On 24 February 2025, we introduced our new Taxi and Private Hire (TPH) licensing software which has led to licensing delays for some existing drivers and new applicants. This is a vehicle licensing contact centre; drivers have continued to call seeking information about their licence leading to higher call volumes than usual. The abandon rate increase is due to an increased wait time.

While targets for Quarter 2 are much improved they are still not at the same levels as the previous Quarter 2 and service level agreements have not quite been met. The service continues to improve with a corresponding reduction in calls. We are now approaching peak so call volumes are likely to increase over Quarter 3.

Past five years

(a) 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 (seconds) of 111.

(b) 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 (seconds) of 870.

(c) 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 (seconds) of 48.

(d) In 2024/25 there were 255,526 calls received; 231,795 calls answered; eight per cent of calls abandoned and an average speed of answer (seconds) of 126.

(e) In 2025/26 there were 113,547 calls received; 105,848 calls answered; six per cent of calls abandoned and an average speed of answer (seconds) of 140.

In addition to our general contact centre, we have dedicated lines for road charging and the ULEZ, TPH, and Dial-a-Ride.

General contact centre calls
Past five quarters

(a) In Quarter 2 2024/25, there were 539,919 calls received; the call abandonment rate was eight per cent, and the average speed of answer was 624 seconds. There were 221,746 items of correspondence, with 89 per cent of cases closed.

(b) In Quarter 3 2024/25, there were 531,709 calls received; the call abandonment rate was seven per cent, and the average speed of answer was 127 seconds. There were 135,666 items of correspondence, with 70 per cent of cases closed.

(c) In Quarter 4 2024/25, there were 741,923 calls received; the call abandonment rate was 17 per cent, and the average speed of answer was 689 seconds. There were 373,272 items of correspondence, with 29 per cent of cases closed.

(d) In Quarter 1 2025/26, there were 523,429 calls received; the call abandonment rate was 17 per cent, and the average speed of answer was 782 seconds. There were 262,190 items of correspondence, with 73 per cent of cases closed.

(e) In Quarter 2 2025/26, there were 631,791 calls received; the call abandonment rate was 24 per cent, and the average speed of answer was 1380 seconds. There were 280,951 items of correspondence, with 86 per cent of cases closed.

Telephony demand was up 21 per cent on Quarter 1 and 17 per cent higher than in Quarter 2 2024/25.

Correspondence also saw increased demand up seven per cent on Quarter 1 and 27 per cent higher than in Quarter 2 2024/25.

This additional demand also had an impact on our average speed of answer which rose 598 seconds on Quarter 1 and was 756 seconds higher than Quarter 2 2024/25. These longer wait times also had a knock-on effect on our abandonment rates, with callers not waiting but abandoning their call to try again later – this led to us answering 75.69 per cent of calls for Quarter 2 and is the first time we have missed this target in the last five years. Despite the increased demand Correspondence actually saw an improvement in the percentage of cases closed within target, tracking at 86.43 per cent for Quarter 2.

The split between Telephony and Correspondence shifted slightly towards Telephony in Quarter 2 with 69 per cent of demand coming in by phone and 31 per cent through Correspondence.

Past five years

(a) In 2021/22, there were 2,496,839 calls received; the call abandonment rate was 10 per cent. There were 1,045,652 items of correspondence, with 81 per cent of cases closed within service level.

(b) In 2022/23, there were 1,040,132 calls received; the call abandonment rate was 10 per cent. There were 443,138 items of correspondence, with 87 per cent of cases closed within service level.

(c) In 2023/24, there were 1,571,841 calls received; the call abandonment rate was 9 per cent. There were 578,804 items of correspondence, with 84 per cent of cases closed within service level.

(d) In 2024/25, there were 2,313,764 calls received; the call abandonment rate was 12 per cent. There were 952,076 items of correspondence, with 60 per cent of cases closed within service level.

(e) In 2025/26 year-to-date, there have been 1,155,220 calls received; the call abandonment rate is 21 per cent. There have been 660,477 items of correspondence, with 80 per cent of cases closed within service level.

Calls by subject*

In Quarter 2, the numbers of telephone calls by subject were:

(a) Oyster: 107,210
(b) Surface and Rail: 38,102
(c) Concessions: 251,392
(d) Santander Cycles: 20,929
(e) Contactless payment: 153,772
(f) Other: 4,969

Overall call volumes were up 24 per cent on Quarter 1, and 19 per cent higher than Quarter 2 2024/25.

The main driver was around Concessions, with demand up 69 per cent on Quarter 1 and up 48 per cent on Quarter 2 2024/25.

Cycle Hire was the next highest increase (up 27 per cent on Quarter 1 and 13 per cent on Quarter 2 2024/25), some of this demand was driven by strike action, with hires increasing 55 per cent during the strikes.

Oyster saw a small dip in Quarter 2 while Contactless saw a small increase.

*Surface and Rail comprise LU, London Buses, LO, IFS Cloud Cable Car, DLR, EL, cycling (general), River services, Coaches and safety. Other comprises public Help Points, TPH, ticketing apps, Sarah Hope Line and street-related calls.

Complaints (Customer)

Complaints
Year on year (per 100,000 journeys)

Total passenger numbers fell around four per cent in Quarter 2, while complaints rose 17 per cent.

Oyster saw a rise of 85 per cent on its complaints per 100,000 journeys in Quarter 2, a combination of lower passenger numbers combined with an increase in complaints drove this. The biggest shift in complaints was the rise of complaints around Photocards.

Contactless was one of the few areas which saw a fall in complaints in Quarter 2, down two per cent on Quarter 2 2024/25.

The Rail modes all saw increases over last year, as with Oyster a lot of this increase is due to lower passenger numbers. The exceptions being LO and EL which both saw passenger numbers increase slightly. For EL the main cause for complaints were related to Staff, while on LO it was tied to Service Performance.

London Buses recorded a 17 per cent increase over Quarter 2 2024/25; Staff complaints remain the largest driver of complaints for Buses.

A full comparison of number of complaints per 100,000 journeys broken down per mode can be found below:

(a) **London Underground** rose by **34 per cent**, from 0.98 in Quarter 2 2024/25 to 1.31 in Quarter 2 2025/26
(b) **London Buses** increased by **17 per cent**, from 3.73 in Quarter 2 2024/25 to 4.37 in Quarter 2 2025/26
(c) **DLR** rose by **55 per cent**, from 0.74 in Quarter 2 2024/25 to 1.15 in Quarter 2 2025/26
(d) **London Overground** grew by **36 per cent**, from 0.61 in Quarter 2 2024/25 to 0.83 in Quarter 2 2025/26
(e) **Elizabeth Line** usage rose slightly by **seven per cent**, from 0.56 in Quarter 2 2024/25 to 0.60 in Quarter 2 2025/26
(f) **London Trams** increased by **40 per cent**, from 0.81 in Quarter 2 2024/25 to 1.13 in Quarter 2 2025/26
(g) **IFS Cloud Cable Car** saw a dramatic **173 per cent** increase, from 2.40 in 2024/25 to 6.55 in 2025/26
(h) **Congestion Charge** data for 2025/26 is unavailable
(i) **Dial-a-Ride** decreased by **32 per cent**, from 106.86 in Quarter 2 2024/25 to 73.17 in Quarter 2 2025/26
(j) **London River Services** more than doubled, rising **115 per cent**, from 0.33 in Quarter 2 2024/25 to 0.71 in Quarter 2 2025/26
(k) **Santander Cycles** increased by **37 per cent**, from 2.56 in Quarter 2 2024/25 to 3.51 in Quarter 2 2025/26
(l) **Taxis** rose by **seven per cent**, from 5.69 in Quarter 2 2024/25 to 6.08 in Quarter 2 2025/26

(m) **Private Hire** increased by **15 per cent**, from 3.40 in Quarter 2 2024/25 to 3.92 in Quarter 2 2025/26
(n) **Contactless** usage slightly declined by **two per cent**, from 0.41 in Quarter 2 2024/25 to 0.40 in Quarter 2 2025/26
(o) **Oyster** usage jumped by **85 per cent**, from 0.41 in Quarter 2 2024/25 to 0.76 in Quarter 2 2025/26

Commendations (Customer)

Commendations

Overall commendations rose in Quarter 2, rising 54 per cent on Quarter 1 though still remaining 20 per cent down on Quarter 2 2024/25.

By far the largest increase in commendations was seen on London Buses which saw an 118 per cent increase on Quarter 1. An impressive performance and gives context to the increases in complaints we saw in this area for Quarter 2. It is worth noting that even these figures remain 24 per cent lower than Quarter 2 2024/25.

Our Rail modes all saw increases or at worst maintained similar levels of commendations during Quarter 2.

Digital

We have been making enhancements to how journey planning is handled within TfL Go, adjusting walking speed, walking times and interchange rules, following analysis which showed that some of the assumptions made on the walking speeds and time customers would be prepared to walk if applicable needed to be adjusted to accurately reflect the actual behaviour of our customers. TfL Go is now able to more accurately plan a journey where interchanges and walking are part of the multi-mode approach.

Work also continues towards a new website design and infrastructure, including migrating our website onto a new, modern content management system. New navigation and content designs have been agreed and will start to appear in Quarter 4 2025/26 along with improved safety reporting.

The October strike action highlighted the importance to customers of our digital platforms, with huge numbers looking for assistance and information during the major disruption.

Ten million customers visited our website and TfL Go (two million in one day). A six times uplift in demand. There were 2.7 million notifications sent to TfL Go customers keeping them updated of closures and when full service resumed. There were 85,000 new TfL Go downloads in that week

Several important elements came to light including how valuable our platforms are to our customers and how important they are in times of disruption. With this in mind we worked around the clock to bolster the infrastructure which underpins TfL Go and our website and have set plans in place for any future major disruptions to make sure we can reach as many people as possible.

Statistics for TfL Go and the website are as follow:

(a) 75.6 million average monthly screen views of TfL Go (up plus 83.5 per cent in Quarter 2 2024/25)
(b) 1.3 million average monthly unique users of TfL Go (up plus 39.4 per cent in Quarter 2 2024/25)
(c) Customer Satisfaction rating for TfL Go 4.7/5 (iOS) and 4.3/5 (Android)
(d) 4.0 million average monthly unique TfL website users (up plus 14.1 per cent in Quarter 2 2024/25)
(e) 69.3 million average monthly page views of TfL website (up plus 18.9 per cent in Quarter 2 2024/25)
(f) £9.2m average monthly transaction revenue from Payments on TfL Go (no year-on-year comparison, Quarter 1 was £8.8m)

Travel Demand Management

Strike response

Strike action took place on LU between 7 and 11 September, resulting in little or no service across the network and significant disruption for customers. There was also separate strike action on the DLR with no service operating on 9 and 11 September. The Travel Demand Management (TDM) team oversaw our customer communications response to these strikes, working with colleagues across the organisation to understand how they would affect customers and communicate this to them quickly and clearly. Due to the nature of the strikes, different services were running on different days throughout this period, and the services running were expected to be extremely busy. Communications started ahead of time to raise awareness and continued throughout to advise customers who needed to travel to check the latest before leaving and allow more time for their journey.

We kept our customers informed in several ways, including:

(a) using TfL Go push notifications to send messages directly to customers letting them know the levels of service we were able to offer;
(b) sending emails, social media messages and engaging with stakeholders across the capital to ensure that Londoners and visitors to the city knew how they could travel;
(c) issuing hundreds of posters to stations across the network and issuing regular public announcement messages to make people aware of what would be running on each day;
(d) sharing the latest travel advice on the strike page of the TfL website, which was visited two million times by customers across the week

Notting Hill Carnival

Notting Hill Carnival took place over the August bank holiday weekend, bringing two million people to the streets of West London.

The TDM team worked with colleagues across TfL and external partners to help Carnival-goers travel smoothly. Travel advice was issued across a variety of channels, encouraging customers to use larger EL stations, particularly Paddington, for a more comfortable journey. This also helped manage demand at smaller stations near the event, which can get extremely busy during the carnival weekend causing service issues and disruption to our customers.

For the first time at carnival, two TfL Go notifications were issued directly to app users' devices, letting them know that the event was taking place and encouraging them to plan their travel. We worked with Google Maps to issue bespoke messaging to those planning journeys into the Carnival area and as ever, our travel advice was shared with all other third-party planning apps, to ensure customers received the right travel advice across all mediums. Our messaging was also amplified by local boroughs and other stakeholders, including the Mayor, and received strong media coverage.

Analysis and feedback indicate that the campaign was successful, with many people following the advice to head to Paddington throughout the day, easing the pressure on our smaller stations.

A23 Streatham Hill Works

July marked the start of a major project to improve road safety, improve bus journey times, and create a better walking and cycling experience on the A23 Streatham Hill. To facilitate the works, which will see the installation of new protected cycle lanes and dedicated bus lanes, there will be a series of lane restrictions on the A23 Streatham Hill from 4 August until spring 2027. Between key stages of work, there will also be some overnight closures to ensure traffic management can be safely updated as needed.

The TDM team has worked with colleagues across TfL to develop a comprehensive demand management campaign to help customers change their behavior and avoid disruption during this period. This includes encouraging walking and cycling for local journeys, and rerouting to other roads for longer journeys through the area. Advice has been shared across a variety of channels, including a travel advice webpage, social media posts, customer emails, and a paid marketing campaign. A localised marketing campaign went live on 21 July, initially focusing on informing residents of the imminent work due to start and then between 4-17 August encouraging residents to find alternative routes.

Customer Marketing and Behaviour Change Campaigns

Santander Cycles

Our campaign to increase revenue and ridership of Santander Cycles continued throughout Quarter 2, across out of home posters and radio, as well as posters on our network and social media. The campaign attracts more leisure riders by bringing to life the fun you can experience when riding a Santander Cycle for a low price. The campaign features different examples of feelings mentioned by customers alongside a bold, simple price point, acting like a retailer to demonstrate the clear value exchange of hiring a bike.

Silvertown Tunnel

Our integrated multi-channel campaign continued in East London, with messaging explaining how charging works, encouraging drivers to register for Auto Pay to benefit from the low off-peak charge, the low-income and business discounts and the improved bus services. We continued to raise awareness of the cycle shuttle service by upweighting online video activity, additional activity in organic social media, posters in the locality, emails to customers on the TfL database as well as local press.

Car Driver Nudges

Our Car Driver Nudges campaign continued as part of our work encouraging drivers to switch more of their non-routine journeys from car to public transport. The campaign highlighted how public transport can help customers get more out of their journeys, with messaging focusing on positive benefits of taking public transport. This included encouraging customers to get more physical activity into their day as they travel to and from stations or enjoy more “me time” or social time with friends and family during their journey. The dynamic, highly targeted and personalised campaign appeared on online banners, digital audio and digital roadside posters until early September.

London Cable Car

Our campaign continued until mid-July to reposition the IFS Cloud Cable Car as a London leisure and destination attraction and encouraged people to book ahead for less busy days of the week by offering up to 30 per cent discount on advance bookings for round-trip journeys. Our Customer Relationship Management system also supported the launch of the glass floor experience at the end of June. Media included paid social advertising (22 June to 13 July), and on-system digital out of home and Metro advertising outside of the school holidays.

Travel Kind – Headphones On

Inconsiderate behaviour towards other passengers is the most prevalent form of antisocial behaviour that occurs on the network. The Travel Kind campaign was developed to tackle inconsiderate travel behaviours that negatively impact travel experience and instead encourage positive and considerate behaviour among other customers.

We launched a brand-new Travel Kind message on 25 August focussed on customers playing music or videos or taking phone calls without using headphones. Loud music and noise are increasingly showing up as a significant issue for customers (with over 70 per cent of customers in a recent survey agreeing that it was annoying) and is growing in both political and media interest. Our new message encourages customer to be considerate and use headphones, but also to ensure the volume is not so loud that it damages their hearing.

Improvements campaigns

TfL 25

As part of the 25th silver anniversary campaign we continued to raise awareness of the improvements we have been making to improve our customers live over the last 25 years with posters on the network supported by organic social media.

Messaging for this period included:

(a) 2010: Air-conditioning launches on the Metropolitan line.
(b) 2010: London's first cycle hire scheme launches.
(c) 2005: All buses become wheelchair accessible.
(d) 2008: Wide-aisle gates launch on LU.
(e) 2004: TfL Travel for Life school programme launches.

Purpose campaign

We continued to inform customers about the improvements we are making to their journeys now and in the future. Messaging included: what we are doing to keep our customers safe on the roads and on our public transport network, signalling improvements across four lines for faster journeys in the future, 100 per cent low or zero emission bus fleet helping improve air quality for all, over 200 step-free stations, and how the London-wide ULEZ is helping improving the air.

Pride and Serious Worrying Incident Hate Crime Awareness campaign

During Pride month we ran our integrated Hate Crime awareness campaign continuing to build on fostering a culture of active bystanders to stand against hate crime on our network. We continued to amplify intervention messages and re-iterate our zero-tolerance stance to any form of hate directed to people on our network.

Lambeth Bridge

From 14 July we launched an additional marketing campaign, aiming to create awareness among those people in the vicinity of Lambeth Bridge that works are taking place until December 2025 and to consider re-planning their journey via TfL Go.

Consultations

Consultations launched in Quarter 2 (22 June – 13 Sept 2025)

Consultation name	Consultation Launch date	Consultation End date
DLR to Thamesmead extension Phase 2	23 June 2025	17 August 2025
Capital Call - Service Review	25 June 2025	6 August 2025
Shoreditch High Street and Great Eastern Street	21 July 2025	12 September 2025
283/72 route changes	25 July 2025	7 September 2025
Carshalton High Street bus priority	4 August 2025	29 September 2025
Pedicabs licensing regime second consultation	9 September 2025	20 October 2025
Barnes bus changes	10 September 2025	22 October 2025
SL13 - Hendon War Memorial - Ealing Broadway and changes to E7	10 September 2025	22 October 2025

We are planning to launch nine consultations in Quarter 3 (14 September to 6 December 2025)

Bus Route Changes and Proposals

Bus Route Changes

(a) On 28 June, route 105 changed to operate every 12 minutes instead of every 15 minutes.

(b) Route 308 has now been re-routed 308 on Sundays only to avoid a street market in Chatsworth Road, Hackney.

(c) On Saturday 16 August, the frequency of route R9 (Orpington bus station – Ramsden Estate) was changed so buses operate every 15 minutes instead of every 10-12 minutes Monday to Saturday (from 07:00 on weekdays and 08:00 on Saturdays until 19:00). There are no frequency changes at other times.

(d) Saturday 30 August, route 73 Monday to Saturday daytime frequencies changed from a bus every six minutes to a bus every seven minutes. Route 139 is now operating every 10 minutes instead of every eight minutes during the day on Mondays to Saturdays. There are no frequency changes at other times.

(e) The school day only PM journey on route 252 from Sanders Draper School to Romford Market has been withdrawn.

(f) At the start of the new school term in September, new school route 695 (West Drayton and Hillingdon) was introduced. Route 698 was restructured and route 673 was withdrawn.

(g) School routes 604, 605 and 654 and 673 were withdrawn at the end of the summer term.

Consultations

A proposal to create a new night bus route N118 between Trafalgar Square and Ruislip station (via Wembley, Sudbury Hill and South Ruislip), with a bus every 30 minutes on weeknights and every 15 minutes on weekend. Running on the same roads as route N18 between Trafalgar Square and Sudbury and Harrow Road station with a bus every seven-eight minutes on this section. The weekend-only night service on bus route 114 suspended since 2020 is proposed to be permanently withdrawn.

A proposal to create a new Superloop route SL13 between Hendon War Memorial and Ealing Broadway. As part of this proposal, existing route E7 would be extended via Uxbridge Road, to Ealing Common.

London Assembly Scrutiny

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

Thursday 3 July: Plenary (Transport) – Attended by the Commissioner
Tuesday 8 July: London Assembly Transport Committee – Fare Evasion
Friday 11 July: Mayor's Question Time
Tuesday 22 July: London Assembly Budget and Performance Committee – Capital Investment in Transport Infrastructure
Thursday 11 September: Mayor's Question Time
Thursday 25 September: Transport Committee – Walkability

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Appendix 2

Sustainability Report, Quarter 2 2025/26 (22 June – 13 September 2025)

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1. 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.

CO_2e emissions from TfL operations and buildings

This metric measures the level of emissions across the whole of our operations – burning fuel (Buses, our support vehicles, gas, etc) and our electricity use (our buildings, London Underground (LU), Rail, street lighting, etc). Our targets are typically benchmarked from the previous year for energy usage, and for Buses, targets align to our zero-emission bus rollout. Our in-year scorecard targets do not currently fully account for all emissions produced by Woolwich Ferry. Once we have assured the reporting processes, we are looking to incorporate into future target setting cycles.

Green milestone delivery

This measure is a list of delivery milestones, which each have an assigned delivery date within the 2025/26 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.

2. 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	2025/26 Year to date actual	2025/26 Year to date target	2025/26 Full-year forecast	2025/26 Full-year target
Sustainability				
CO_2 emissions from TfL operations and buildings (ktonnes CO_2e)	311	342	709	740
Green milestone delivery (%)	50	30	80	70

CO_2 Emission scorecard measure

CO_2 emissions are calculated from the energy and fuel consumption from TfL Operations, including fleet, trains and buildings. We report carbon emissions on a quarterly basis, one period in arrears. We calculate CO_2 emissions by converting energy consumption (by fuel type) using carbon conversion factors provided annually by the UK Government.

We remain on track to achieve our targeted reduction in carbon emissions in 2025/26. Our carbon emissions in Quarter 2 were lower than forecast. Consumption reported from Elizabeth line was lower than expected and zero-emission buses continue to contribute to our carbon reduction. Consumption from head offices was also reported as lower for this period, this was expected due to the seasonal contributing factors and less gas being required to heat our buildings.

Green Milestones scorecard measure

For financial year 2025/26 we have set 10 Green Milestones for our scorecard. At the close of Quarter 2, we remain on track to achieve our target of eight out of 10 milestones. Of these 10 milestones, two are completed, including the addition of further 13 hectares of wildflower verges on our road network, and commencing a five-year delivery programme towards 100 per cent LED lighting.

3. Sustainability

Air Quality

Non-exhaust emissions (NEE) in road transport

As part of our actions from the Study on Non-Exhaust Emissions in Road Transport published in May 2025, and to deliver Action 13 of the Taxi and Private Hire Action Plan 2025, we are progressing work to raise awareness of NEEs and reduce their impact.

We are developing guidance for taxi and private hire drivers to support understanding of NEEs, particularly those arising from brake, tyre and road wear. This will include practical steps to reduce emissions and support cleaner operations. We are also reviewing driver training under the Fleet Operator Recognition Scheme to help fleet operators and drivers reduce their NEEs.

The study found that brake wear is the largest contributor to NEEs in urban areas, with regenerative braking in electric vehicles offering significant reductions. Tyre wear is the second-largest source and contributes to microplastic pollution, with most particles settling in road dust and water systems. NEEs are more prevalent in urban environments due to frequent acceleration and braking, and tend to increase with warmer temperatures. Heavier vehicles produce more tyre wear, while road wear emissions, though harder to quantify, can be mitigated through well-maintained infrastructure. The study highlights the importance of a multi-level policy approach, with modal shift to public transport identified as the most effective strategy to reduce NEEs.

Air quality on the London Underground

We are continuing our collaborative trial to develop affordable air quality sensors for the LU, working with RATP (Paris), Imperial College London and three tech suppliers, with funding support from the European Institute of Technology Urban Mobility.

In August, we completed the first phase of the trial which involved sensor installations at Baker Street and Tottenham Court Road stations, as well as two stations in Paris. The sensors have now been removed from the London stations but will remain in Paris until December. The data collected from the first phase of the trial has been used to calibrate and adapt the sensors, aiming to improve their performance and reliability in underground conditions.

The second phase, which will run through autumn, will involve installing sensors in at least one LU station, where the sensor will be fixed onto station walls to assess long-term reliability and suitability for permanent use.

Zero-emission buses

Our bus fleet continues to transition to zero-emission vehicles at pace. there are now over, 2,600 zero-emission buses within our operational bus fleet, meaning that more than a quarter of the entire bus fleet is now zero-emission.

Transitioning our fleet vehicles is central to our plans to tackle the climate emergency. Alongside improvements in air quality, we are already able to see a reduction in our operational carbon emissions as a result of reducing the number of buses that rely on fossil fuels on our roads.

Transitioning the full fleet is expected to save around five million tonnes of carbon over the next 20 years. London's bus network remains the largest in Western Europe, with approximately one in every four buses now zero-emission, the fleet is among the greenest globally, delivering lower CO_2 emissions per passenger kilometre than cities such as New York and Vancouver.

TfL's investment in zero-emission technology for our bus fleet is also contributing to a greener economy, supporting around 3,000 skilled jobs in the UK manufacturing sector in hubs across the UK, including Ballymena, Falkirk and Scarborough.

Electric vehicle (EV) charging infrastructure

We are supporting wider London with the transition to lower emitting vehicles by expanding EV charging infrastructure across the city. In August, construction began on 12 ultra-rapid EV charging bays at Hatton Cross station, with public opening in the coming weeks and a launch event planned for early 2026. The hub will be entirely powered by certified renewable energy, supporting our shift to electric mobility and the Mayor's sustainability objectives. This hub is the first site of the Places for London and Fastned joint venture.

There are four additional hubs progressing through the design and planning stages in Hillingdon, Newham, Haringey, and Ealing, with the potential of adding up to 66 additional charging bays.

We have also recently updated our EV Infrastructure Strategy, reviewing wider policy and technology changes since December 2021 that have impacted EV take up and public charging infrastructure delivery. It presents our progress against our 2021 strategy commitments, and considers ongoing barriers to delivery and EV transition, proposing new commitments to address these.

London now has over 27,000 electric vehicle charging points, which has increased significantly from 9,000 in December 2021, demonstrating rapid progress in this area. This is around a third of the UK's provision. More than 1,500 of these points offer rapid or ultra rapid charging.

Building on this, a tender to deliver further sites closed on 5 August. It forms part of our EV Infrastructure Delivery Programme, which will further expand London's charging network. The successful bidder will be announced in early 2026.

Climate Change Mitigation

Solar private wire

We are continuing to make significant progress toward our commitment to source 100 per cent of our electricity from renewable sources by 2030. Our Solar Private Wire project will connect locally generated solar power directly into the LU power network, bypassing the National Grid.

We have now completed the negotiation and dialogue phase of the procurement process and received final tender submissions. We expect to award the contract and appoint a delivery partner in early 2026. Once delivered, this will be one of the first direct renewable energy connections into a major transport network in the UK.

In parallel, we are expanding our renewable energy sourcing through corporate Power Purchase Agreements (PPAs). In June 2025, we signed our first PPA with EDF Renewables, securing a long-term supply of clean solar energy via the National Grid. We are now preparing for our second PPA procurement tranche, which we expect to launch in spring 2026.

Building decarbonisation: Zero Carbon Accelerator

In June, we secured approval for support through the Zero Carbon Accelerator framework, a Greater London Authority-funded initiative that provides free technical assistance to London-based organisations working to decarbonise their operations. The programme offers access to expert advice, training, knowledge sharing, and financial guidance.

Since July, we have been working with our delivery partner Mott MacDonald to advance our understanding of energy efficiency and energy management across our operational estate. Their support has enabled us to assess and prioritise interventions across a wide range of building types, helping us identify where improvements will have the greatest impact.

We will use the tools and methodologies developed through this partnership to guide the effective delivery of energy-saving measures over the course of our next business plan, supporting our broader carbon reduction goals.

The Green Plant Academy

During London Climate Action Week in June, we supported the launch of the Green Plant Academy, a new industry-led training initiative delivered in partnership by Places for London, The Skills Centre and the Earls Court Development Company. The Academy is backed by a wide range of industry partners including Construction Industry Training Board (CITB), Sunbelt Rentals, JCB, L Lynch, National Open College Network and FM Conway.

The Academy responds to a critical skills shortage in the UK construction sector, with CITB forecasting a need for an additional 251,500 workers by 2028. With thousands of new homes planned across London, Places for London has identified a specific need for 6,200 plant operatives by 2027.

The Academy specialises in training on zero-emission equipment, supporting the transition to low-carbon construction practices and helping to address the climate emergency. It will promote best practice in the use of emerging green technologies and provide fully funded, industry-recognised qualifications to Londoners.

Climate Change Adaptation

Flood ready partnership

We are a founding member of the Flood Ready Partnership, which includes the Environment Agency, London Councils, London Fire Brigade, Thames Water, and the Mayor. Together, we have secured £3m in funding over two years to support the implementation of the London Surface Water Strategy, a collaborative initiative aimed at improving flood resilience across the capital.

The strategy responds to the increasing threat of surface water flooding, which has already caused significant disruption to transport services and communities. Implementation began in May, focusing on two pilot catchment areas: Central London and the Lee Valley. These areas will enable targeted interventions in high-risk locations and help refine scalable approaches for future rollout across the remaining catchments.

As part of our contribution, we have mobilised £500,000 in funding, alongside the Mayor and Thames Water, to support the delivery of sustainable drainage systems. These systems help manage surface water runoff, reduce flood risk, and improve infrastructure resilience.

This work reflects our continued leadership in climate adaptation and our commitment to delivering practical solutions that protect Londoners and support a greener, more resilient transport network.

Clean and Healthy Waterways

Following the Mayor's Clean and Healthy Waterways roundtable, TfL is now a core member of two of the four established working groups: Water Quality and Accessibility. The aim of these groups is to develop an action plan for London to address the main sources of water pollution and increase public access to, and enjoyment of, London's waterways.

As part of our contribution to this initiative, TfL is informing the development of the action plan, as well as continuing to take action to:

(a) better understand where to prioritise interventions and monitor their efficacy;

(b) deliver sustainable drainage systems on our own estate, as well as across London as a whole through our work with the Flood Ready London partnership and Local Implementation Plan funding;

(c) work to improve the TfL Road Network cleaning and maintenance; and

(d) improve waterway accessibility and wayfinding.

The action plan is due to be published at the end of this financial year.

Green Infrastructure and Biodiversity

Habitat bank feasibility study

In July, we initiated a feasibility study to assess the potential for establishing a habitat bank, aiming to meet our Biodiversity Net Gain obligations under the Environment Act 2021. This approach would allow us to deliver biodiversity enhancements off-site, where on-site mitigation is not possible, supporting compliance with the statutory requirement for a 10 per cent net gain in biodiversity for projects going through the planning system.

The habitat bank model would enable us to create, enhance and manage ecological assets across London, contributing to our wider environmental goals as set out in the Green Infrastructure and Biodiversity Plan. The study is examining long-term management and monitoring needs, cost implications, and opportunities to align with London's Local Nature Recovery Strategy. It also considers potential partnerships with boroughs, conservation organisations, and landowners.

Our estate spans over 3,700 hectares, with approximately one-third comprising green infrastructure. This presents a significant opportunity to leverage our land to deliver measurable biodiversity benefits while fulfilling planning requirements and legal obligations. The project reflects our commitment to integrating nature-based solutions into our planning and operations, and to enhancing London's ecological resilience through strategic land use.

Sustainable Resources

Department for Transport (DfT) Supply Chain Sustainability Forum

In November 2024, the DfT held its Sustainability Forum, bringing together transport infrastructure organisations from across the UK to promote collaboration and share best practices in sustainable procurement, with a particular focus on environmental sustainability. The forum provides a platform for knowledge exchange and facilitates dialogue between the DfT and its strategic suppliers on client-led sustainability approaches.

In July 2025, we contributed to a sector-wide gap analysis led by the forum, alongside partners such as Network Rail and National Highways. The analysis reviewed current sustainable procurement practices, including the use of tender questions, contractual clauses related to carbon and climate resilience, and key performance indicators. The findings highlighted varying levels of maturity across organisations, identifying both strengths and areas for improvement.

Our next steps will involve continued engagement with the DfT Sustainability Forum to address the gaps identified and explore opportunities for collaboration. We will work closely with other major transport bodies and suppliers to promote and embed more consistent and effective sustainable procurement practices across the sector, supporting the delivery of improved environmental outcomes.

Make It Happen

Green Knowledge Programme

Our Green Knowledge programme continues to build environmental awareness and capability across the organisation. Since its launch in 2022, more than 6,700 colleagues have completed our Carbon Literacy training.

On 1 July, we launched a full-day, in-person training course focused on Climate Adaptation, Green Infrastructure and Biodiversity. This course explores the impacts of extreme weather and climate change on our network and estate, covering topics such as climate risk, biodiversity loss, and nature-based solutions. It also outlines our strategic approach, obligations and risks, and equips colleagues to apply these insights to their work, particularly in schemes and major projects.

On 3 July, we introduced our Operational Environmental Awareness training, a three-hour, in-person course designed for frontline operational colleagues. Delivered on-site at locations such as depots and stations, the training is structured around the core themes of our Corporate Environment Plan. Sessions are interactive and encourage practical action, supporting colleagues to contribute meaningfully to our environmental goals while ensuring compliance with legislation and best practice.

These training programmes are helping to build a shared understanding of environmental best practice across the organisation and strengthen our collective ability to deliver on our sustainability commitments.

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Appendix 3

Operations Report, Quarter 2 2025/26 (22 June – 13 September 2025)

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1 Measures used in this report

2 Our scorecard

3 Operations

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. 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 section 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.

IFS 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 2004 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.

2. Our scorecard

Our role includes enabling 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. One of the central policies of the MTS is delivering a good public transport experience.

The list 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.

Operations

London Underground journey time* (minutes)

In 2025/26 year-to-date actual was 26.8 minutes, against the target of 26.7 minutes.

In 2025/26 full-year forecast was 27.0 minutes, against the target of 26.9 minutes.

Bus journey time (minutes)

In 2025/26 year-to-date actual was 34.1 minutes, against the target of 34.1 minutes.

In 2025/26 full-year forecast was 34.3 minutes, against the target of 34.3 minutes.

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

2025/26 year-to-date actual was 26.6 minutes, against the target of 27.4 minutes.

2025/26 full-year forecast was 27.3 minutes, against the target of 27.5 minutes.

*Data has been normalised to exclude the impact of industrial action between 7–11 September.

3. 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)

The journey time and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the journey time was 26.7 minutes, against the target of 26.4 minutes.
(b) In Quarter 3 2024/25, the journey time was 27.0 minutes, against the target of 26.9 minutes.
(c) In Quarter 4 2024/25, the journey time was 26.9 minutes, against the target of 26.5 minutes.
(d) In Quarter 1 2025/26, the journey time was 26.6 minutes, against the target of 26.7 minutes.
(e) In Quarter 2 2025/26*, the journey time was 26.9 minutes, against the target of 26.7 minutes.

*Data has been normalised to exclude the impact of industrial action between 7–11 September.

Journey times remains relatively same across the five quarters, fluctuating between 26.7 and 27.0 minutes.

London Underground did not meet its journey time target in Quarter 2, reflecting a period of significant operational challenges. These included extreme weather conditions, infrastructure issues, and industrial action.

June brought prolonged high temperatures, with several heat warnings issued and temperatures exceeding 30°C. In response, we activated our hot weather plan, deploying additional resources to protect infrastructure and maintain services. We also launched a safety campaign for customers and colleagues, offering practical advice on staying cool while travelling.

Separately, power and signalling faults affected the Wimbledon branch of the District line during the Wimbledon Championships. We worked closely with Network Rail to resolve these issues, but we acknowledge the disruption caused and are focused on improving resilience in this area.

In September, industrial action by the RMT between 7 and 11 September impacted Tube services. We implemented contingency plans to keep as many services running as possible and deployed Travel Ambassadors to help customers find alternative routes.

Despite these challenges, our teams worked hard to minimise disruption and maintain safety, and we remain committed to strengthening the reliability of our network.

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)

The journey time and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the journey time was 33.8 minutes, against the target of 33.6 minutes.
(b) In Quarter 3 2024/25, the journey time was 34.9 minutes, against the target of 35.0 minutes.
(c) In Quarter 4 2024/25, the journey time was 34.1 minutes, against the target of 33.7 minutes.
(d) In Quarter 1 2025/26, the journey time was 34.2 minutes, against the target of 34.3 minutes.
(e) In Quarter 2 2025/26, the journey time was 33.9 minutes, against the target of 33.8 minutes.

Bus journey times were lower than target in two of the last five quarters. Journey time was slightly above the target in Quarter 2.

We continue to prioritise improvements to road conditions and service reliability across the bus network. These efforts are helping to maintain performance close to target levels, although we recognise that further progress is needed.

Excess Wait Time, which measures the additional time passengers wait beyond the scheduled service, is performing ahead of year to date target at 1.10 minutes, indicating strong reliability.

We will continue to implement improvements through our Bus Priority programme, including additional bus lanes, traffic control measures and improvements to how roadworks are managed across London. These should support improvements in bus journey times.

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.

Elizabeth line journey time
Past five quarters (minutes)

The journey time and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the journey time was 28.5 minutes, against the target of 29.2 minutes.
(b) In Quarter 3 2024/25, the journey time was 29.2 minutes, against the target of 29.7 minutes.
(c) In Quarter 4 2024/25, the journey time was 29.4 minutes, against the target of 29.0 minutes.
(d) In Quarter 1 2025/26, the journey time was 28.5 minutes, against the target of 29.1 minutes.
(e) In Quarter 2 2025/26*, the journey time was 28.2 minutes, against the target of 28.9 minutes.

*Data has been normalised to exclude the impact of industrial action between 7–11 September.

Elizabeth line journey times have consistently outperformed targets in four of the last five quarters.

A new milestone in passenger demand was reached on Thursday 11 September, with over one million journeys recorded in a single day, marking the highest daily passenger journeys on the line to date.

Trams journey time
Past four quarters (minutes)

The journey time and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the journey time was 20.6 minutes, against the target of 20.9 minutes.
(b) In Quarter 3 2024/25, the journey time was 19.5 minutes, against the target of 20.7 minutes.
(c) In Quarter 4 2024/25, the journey time was 19.2 minutes, against the target of 20.6 minutes.
(d) In Quarter 1 2025/26, the journey time was 19 minutes, against the target of 21.5 minutes.
(e) In Quarter 2 2025/26, the journey time was 19.1 minutes, against the target of 21.5 minutes.

Journey time has steadily improved over the past five quarters, with this quarter continue to represent best result.

Performance was strong across the quarter, with scheduled service operated and the number of passenger journeys exceeding target each period.

During the quarter, essential track renewal and maintenance work were carried out in and around Croydon town centre, alongside preparatory work for the Tram control system upgrade. These works were successfully completed with minimal disruption, supporting ongoing service reliability and network resilience.

DLR journey time
Past five quarters (minutes)

The journey time and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the journey time was 18 minutes, against the target of 17.8 minutes.
(b) In Quarter 3 2024/25, the journey time was 18.9 minutes, against the target of 18 minutes.
(c) In Quarter 4 2024/25, the journey time was 18.4 minutes, against the target of 17.9 minutes.
(d) In Quarter 1 2025/26, the journey time was 18 minutes, against the target of 19.3 minutes.
(e) In Quarter 2 2025/26*, the journey time was 18.3 minutes, against the target of 20.1 minutes.

*Data has been normalised to exclude the impact of industrial action between 7–11 September.

Journey time has steadily improved over the past two quarters.

The departure scores were slightly below target due to a small number of high impact incidents with varied causes, including asset failures.

In September, industrial action by the RMT impacted DLR services from 9 to 11 September and caused disruption across parts of our network.

Passenger numbers were lower than expected this quarter due to 14 planned closures to support upgrade works, including the rollout of the new fleet. Customer satisfaction remains steady at 81, unchanged from Quarter 1 but higher compared to the same quarter of last year.

London Overground journey time
Past five quarters (minutes)

The journey time and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the journey time was 30 minutes, against the target of 29.8 minutes.
(b) In Quarter 3 2024/25, the journey time was 31.1 minutes, against the target of 30.3 minutes.
(c) In Quarter 4 2024/25, the journey time was 30.2 minutes, against the target of 30.3 minutes.

(d) In Quarter 1 2025/26, the journey time was 30.1 minutes, against the target of 30.2 minutes.
(e) In Quarter 2 2025/26*, the journey time was 29.4 minutes, against the target of 30.2 minutes.

*Data has been normalised to exclude the impact of industrial action between 7–11 September.

Journey time has steadily improved over the past three quarters, with this quarter representing the best result.

Despite strong performance during the quarter, there were a few asset-related issues, including signal failures, which were promptly managed to minimise service disruption.

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)

The departures and targets for the past five quarters were:

(a) In Quarter 2 2024/25, departures were 45,813, against a target of 50,306.
(b) In Quarter 3 2024/25, departures were 41,030, against a target of 49,278.
(c) In Quarter 4 2024/25, departures were 52,790, against a target of 63,285.
(d) In Quarter 1 2025/26, departures were 41,654, against a target of 43,437.
(e) In Quarter 2 2025/26, departures were 46,700, against a target of 45,164.

For the first time in over a year, the departures target was exceeded this quarter and returned to annual growth, up by two per cent compared to the same quarter last year.

While summer departures always see an upturn with increased holiday travel and events such as Glastonbury Festival, the increase in this quarter also reflects an improving trend in the industry and the benefits of our working with various operators to increase departure levels. Completion of concreting works that disrupted departures in Quarter 1 also supported the improved performance.

Dial-a-Ride trip requests scheduled
Past five quarters (percentage)

The trip requests and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the trips requested was 92.8 per cent, against a target of 90 per cent.
(b) In Quarter 3 2024/25, the trips requested was 93.1 per cent, against a target of 90 per cent.

(c) In Quarter 4 2024/25, the trips requested was 94.6 per cent, against a target of 90 per cent.
(d) In Quarter 1 2025/26, the trips requested was 94.7 per cent, against a target of 90 per cent.
(e) In Quarter 2 2025/26, the trips requested was 93.0 per cent, against a target of 90 per cent.

Over the past five quarters, there has been a steady recovery in trip demand. We have proactively scaled our resources to align with increasing demand. This strategic approach has enabled us to not only meet but consistently exceed our performance target of 90 per cent highlighting our operational agility and strong execution capabilities.

This quarter we scheduled 93 per cent of trip requests, showing a slight improvement compared to same quarter last year. The successful implementation of our systems continues to drive strong outcomes, with the benefits of these enhancements becoming increasingly evident.

Our teams, in close collaboration with suppliers, have played a key role in sustaining performance improvements by driving accountability and fostering continuous improvement.

London Cable Car availability
Past five quarters (percentage)

The availability and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the availability was 98.9 per cent, against a target of 95 per cent.
(b) In Quarter 3 2024/25, the availability was 96.2 per cent, against a target of 95 per cent.
(c) In Quarter 4 2024/25, the availability was 96.8 per cent, against a target of 95 per cent.
(d) In Quarter 1 2025/26, the availability was 99.5 per cent, against a target of 95 per cent.
(e) In Quarter 2 2025/26, the availability was 98.9 per cent, against a target of 95 per cent.

London Cable Car availability has exceeded the target in the past five quarters.

Service performance remained strong this quarter, with limited downtime due to lightning risk, vessels passing beneath the cabin way, and seasonal high winds exceeding operational tolerance.

Alongside reliable operations, a summer-themed entertainment programme was delivered between 29 July and 1 September, featuring acrobatic performances, workshops, and family activities to enhance the customer experience during peak periods.

The cable car also partnered with the Royal Docks Originals festival to host creative commissions on board. These initiatives, supported by growing social media

engagement, have helped raise the profile of the cable car and strengthen its position as a key attraction within the Royal Docks area.

Woolwich Ferry availability
Past five quarters (percentage)

The availability and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the availability was 97.6 per cent, against a target of 95 per cent.
(b) In Quarter 3 2024/25, the availability was 84.1 per cent, against a target of 95 per cent.
(c) In Quarter 4 2024/25, the availability was 93.6 per cent, against a target of 95 per cent.
(d) In Quarter 1 2025/26, the availability was 91.4 per cent, against a target of 95 per cent.
(e) In Quarter 2 2025/26, the availability was 92.7 per cent, against a target of 95 per cent.

Woolwich Ferry availability has varied over the past five quarters. While performance exceeded target in Quarter 2 of last year, it has remained below target for the four consecutive quarters.

This quarter downtown was primarily due to technical issues on the Dame Vera Lynn vessel, related to engine cooling, which required the vessel to be temporarily taken out of service for repairs. The technical issues that affected the Ben Woollacott vessel during in Quarter 1 have been resolved.

While both vessels experienced separate technical challenges, actions have been taken to strengthen maintenance and monitoring to prevent recurrence.

Roads

Road disruption
Past five quarters (percentage)

The road disruption and targets for the past five quarters were:

(a) In Quarter 2 2024/25, the actual disruption was five per cent, against a target of four per cent.
(b) In Quarter 3 2024/25, the actual disruption was minus one per cent, against a target of four per cent.
(c) In Q4 2024/25, the actual disruption was minus two per cent, against a target of 4.5 per cent.
(d) In Quarter 1 2025/26, the actual disruption was minus 3.7 per cent against a target of minus two per cent.
(e) In Quarter 2 2025/26, the actual disruption was minus 1.3 per cent against a target of minus 1.3 per cent.

Over the past five quarters, there has been consistent improving trend of delivering a year-on-year reduction in TfL Road Network congestion.

Performance this quarter was in line with target, two significant disruptions during the quarter was major utility works at the start of the quarter and industrial action at the end of the quarter.

During the quarter three separate utility works contributed to the road disruptions, two on the A406 and one on the A4 at Piccadilly.

A key factor contributing to the overall positive trend has been the significantly reduced impact of roadworks on the network, reflecting improved coordination and planning.

Santander Cycles

Hires made
Past five quarters (millions)

The hires and targets for the past five quarters were*:*

(a) In Quarter 2 2024/25, a total of 2.37 million hires were made, against a target of 2.65 million.
(b) In Quarter 3 2024/25, a total of 2.11 million hires were made, against a target of 2.33 million.
(c) In Quarter 4 2024/25, a total of 2.30 million hires were made, against a target of 2.52 million.
(d) In Quarter 1 2025/26, a total of 2.21 million hires were made, against a target of 2.28 million.
(e) In Quarter 2 2025/26, a total of 2.36 million hires were made, against a target of 2.55 million.

Over the past five quarters, hires have consistently remained below target.

This quarter saw varied performance. Activity began strongly but dipped in late July and August. A full data outage on 5 August temporarily prevented hires; membership customers were compensated, and the back-office system has since been stabilised with enhanced monitoring to reduce future disruptions.

Towards the end of the quarter, usage increased by up to 55 per cent during Tube strikes, highlighting potential for a sustained modal shift. Positive initiatives this quarter included the Side Quests themed cycling routes, the Cycle Sundays free rides campaign, and a photography competition celebrating the scheme’s 15th anniversary, all supporting customer engagement and raising the scheme’s profile.

Customer, Sustainability and Operations Panel

Date: **4 December 2025**

Item: **Risk and Assurance Report Quarter 2 2025/26**

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 assurance audit work by the Quality, Safety and Security Assurance (QSSA) team and third line of assurance work by the Internal Audit team within TfL's Risk and Assurance Directorate. The paper covers the work during Quarter 2 of 2025/26 (22 June to 13 September 2025) (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 financial or business affairs of TfL and any action taken or to be taken in connection with the prevention, investigation or prosecution of crime. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

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

3 TfL Enterprise Risks

3.1 ER06 has been reviewed and updated ahead of the risk being presented to the Executive Committee on 26 January 2026 and to the first available meeting of the Committee in 2026. Managing this risk effectively will remain challenging if asset condition continues to deteriorate. Associated Level 1 risks such as deteriorating asset condition and worsening service quality have been reviewed in line with the six-month review cycle.

3.2 There has been no change to the risk assessment for Enterprise Risk 09 (ER09) – 'Changes in customer demand'. We continue to monitor delivery of the agreed mitigations. Updates on ER09 continue to be reported to Finance Committee in line with the agreed schedule.

4 Annual Audit Plans

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

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.

Internal Audit

5.2 Two Internal Audits were issued against ER06 in Q2: 'Closure and Possession Planning' was rated as 'requires improvement'; and 'Materials Management' was issued as a 'memo'. Appendix 1 provides a summary of findings for these audits.

Quality, Safety and Security Assurance

5.3 QSSA issued four audits against ER06 in Q2: 'Rail for London Infrastructure (RfLI) Asset Management Maturity (ISO 55000) Assessment' 'not rated'; 'London Underground (LU) Asset Performance Directorate Control of Signalling Drawings' rated as 'adequately controlled'; 'Management of LU Escalator Condition Assessments' rated as 'requires improvement'; and 'RfLI Flood defence, sustainable drainage schemes and emergency plans' rated as 'poorly controlled'. Appendix 1 provides details of the findings of these audits and all audits have agreed action plans in place.

Counter-Fraud and Corruption

5.4 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.

6.2 No Internal Audits or QSSA ER06 audits were cancelled in Q2.

6.3 QSSA deferred two audits in Q2: both were industry benchmark reviews against ISO55001 (Asset Management Systems) for LU and London Overground. These were deferred to allow further development work to take place following last year's review. No Internal Audits were deferred for ER06 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.

Internal Audit

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

Quality, Safety and Security Assurance

7.3 Comparing the number of ER06 QSSA audits in the last four quarters with the four quarters prior to that, there has been an increase in the number of audits completed from 15 to 20. The largest contributor to this is the programme of assessments against ISO 55001 (Asset Management) that the business requested we undertake as a benchmarking review, these are recorded as 'not rated' as it is not a certification TfL currently holds.

7.4 A comparison of audit conclusions shows that the key difference between the two years for all audit conclusions is an increase from one to three 'poorly controlled' audits. These relate to LU Fleet Material Storage, RfLI stewardship management plans and RfLI flood defences. Some RfLI standards have not been assured since first written and these audits have provided useful feedback on effectiveness and implementation.

Management of Actions

7.5 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 20 open audit actions, two of which were overdue: one by 105 days and one by 15 days. Both overdue actions have been closed since the end of the quarter. As previously reported there has been a significant improvement on closing overdue actions in the past year.

List of appendices to this report:

Appendix 1: Audits Completed in Quarter 2 2025/26 against ER06 (Deterioration of operational performance)
Appendix 2: QSSA and Internal Audit Summary

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

List of Background papers:

None

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Appendix 1: Audits Completed in Quarter 2 2025/26 against ER06 (Deterioration of operational performance)

Quality, Safety and Security Assurance Audits

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Findings (high/medium/low)			Summary of Findings
					H	M	L	
Chief Operating Officer	24765	Rail for London Infrastructure (RfLI) Flood defence, sustainable drainage schemes and emergency plans	Assess the inspection and maintenance of flood defences in line with RfLI Engineering Asset Management Plans. Seek assurance of competence management including supply chain.	Poorly Controlled	5	1	0	There were substantial non-conformances identified with the planning, management, and general awareness of all maintenance activities of drainage assets on the stations and suppliers sampled.
Chief Operating Officer	25706	London Underground (LU) Asset Performance Directorate Control of Signalling Drawings	Assess the control of signalling drawings in accordance with TfL requirements.	Adequately Controlled	0	2	0	The signalling drawings for installation and testing purposes were adequately managed and controlled by the project delivery team. During the audit fieldwork, it was found the applicable engineering procedures required revision to reflect current practices.
Chief Operating Officer	25717	RfLI Asset Management Maturity (ISO 55000) Assessment	Assess compliance with ISO 55001 - Asset Management System Requirements.	Not Rated	0	0	0	The asset management system for RfLI was found to be overall below the Benchmark of ‘3’- competent, indicating ISO 55001 non-compliance in most areas. The report provided further detail of compliance status for each clause of the standard.

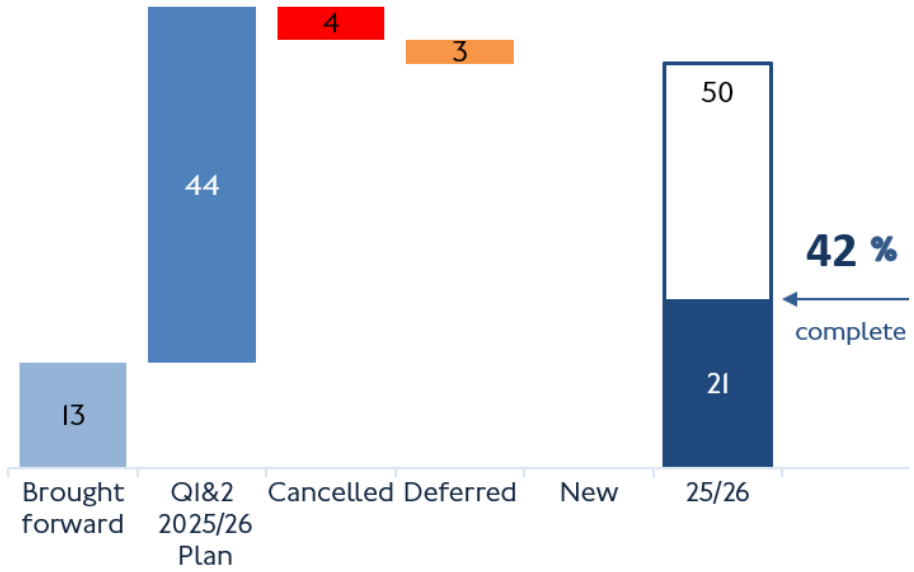
Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Findings (high/medium/low)			Summary of Findings
					H	M	L	
Chief Operating Officer	25 752	Management of LU Escalator Condition Assessments	Assess the process for assessing the condition of escalators in accordance with attachment 7 of S1097.	Requires Improvement	0	2	0	Condition Assessments were being carried out, however there was insufficient evidence available to demonstrate that all the aspects, including measurements and assessments, were being undertaken as required by the controlling standard.

Internal Audits

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Findings (high/medium/low)			Summary of Findings
					H	M	L	
Chief Operating Officer	25 018	Materials Management	Provide assurance on the effectiveness of key governance controls for materials management.	Memo	0	0	0	The reasons for nil-stock occurrence appear largely internal, with supplier and technical issues impacting but to lesser degree. Most issues noted have been identified by previous assessments. The key task of developing and agreeing business interfaces needs completion and successful filling of currently vacant roles will aid in the delivery of process improvements as intended by the original transformation activity.
Chief Operating Officer	25 019	Closure and Possession Planning	Provide assurance on the adequacy and effectiveness of controls in place for closures and possessions related to the capital programme.	Requires Improvement	0	4	0	The process works well overall. However, there are several factors which together put pressure on the process, including historic reductions in key resource, prolongation of train and systems testing on two major projects both requiring significant access, backlog of renewals work from prior year budget constraints. As a result, closure requesters do not have the necessary controls to ensure that they follow the process.

Appendix 2: Quality, Safety and Security Assurance Audit Summary Q2 2025/26

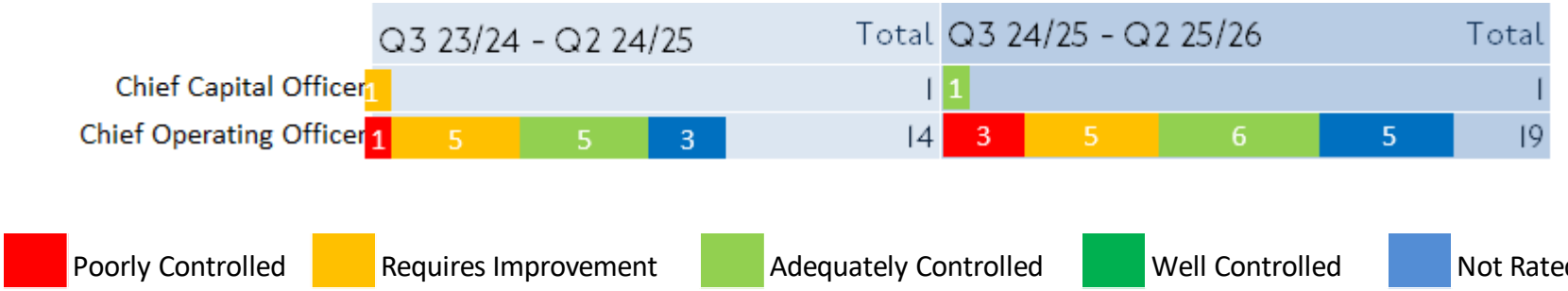
Audit progress against Q1 and Q2 2025/26 Plan



Actions management (ER06) by overdue days

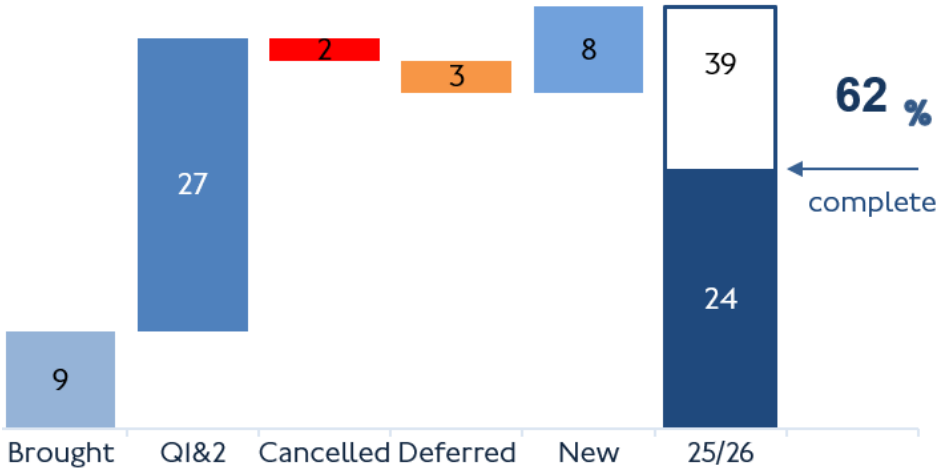
Actions related to ER06 ‘Deterioration of operational performance’ by the Quality, Safety and Security Assurance team at the end of Q2: there were 19 open actions, two overdue actions (both have been closed since end of Q2).

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



Internal Audit Summary Q2 2025/26

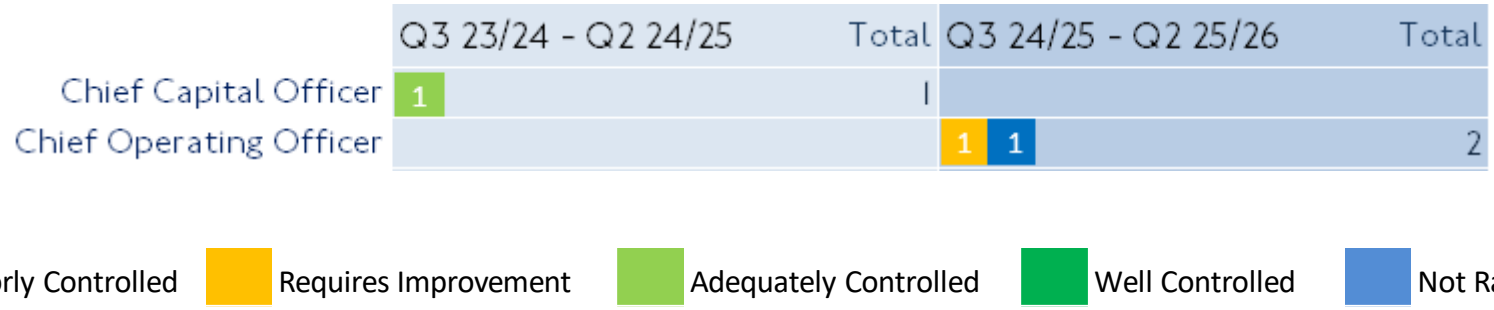
Audit progress against Q1 and Q2 2025/26 Plan



Actions management (ER06) by overdue days

Actions related to ER06 ‘Deterioration of operational performance’ by the Internal Audit team at the end of Q2: there was one open action which was not overdue.

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



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Customer, Sustainability and Operations Panel

Date: 4 December 2025

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 items for future discussion.

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 include 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, which may arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

4.1 The current plan is attached at 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, Jim Kelly, 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), Chief Finance Officer (CFO)

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

12 March 2026
Enterprise Risk Update – Deterioration of Operational Performance (ER06) (annual) (COO)
TfL International Benchmarking Report (every two years) (CCSO)
TfL Corporate Environment Plan Refresh (CSHEO)
TfL Corporate Environment Plan: Operations Progress (COO)

July 2026
Cycling Action Plan Update (annual) (CCSO)
TfL Corporate Environment Plan: Capital Progress (CCO)
Responsible Procurement Delivery Plan 1 Year On (CFO)

October 2026
Adaptation, Green Infrastructure and Biodiversity Strategic Approach (CSHEO)
Deep-Dive on TfL's "Care Score" (annual) (CCSO)
Step-free Access Update (annual) (CCSO)

December 2026
TfL Annual Report: Sustainability Disclosures (CSHEO)
Places for London Sustainable Development Framework Delivery Progress (Places for London)
Equity in Motion (annual) (CCSO)

Items to be scheduled
Customer Journey on the Integrated Transport Network (CCSO)

Regular Items
TfL International Benchmarking Report (every two years) (CCSO)

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