

# **Transport for London**

## **Minutes of the Customer, Sustainability and Operations Panel**

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

### **Members**

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

### **Executive Committee**

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

### **Staff**

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

### **Also in attendance**

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

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

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

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

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

## **02/10/24 Declarations of Interests**

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

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

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

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

## **04/10/24 Matters Arising and Actions List**

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

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

**The Panel noted the updated Actions List.**

## **05/10/24 Equity in Motion**

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

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

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

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

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

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

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

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

**The Panel noted the paper.**

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

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

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

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

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

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

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

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

**The Panel noted the paper.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**The Panel noted the paper.**

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

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

**The Panel noted the forward plan.**

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

There was no other urgent business to discuss.

### **11/10/24 Date of Next Meeting**

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

The meeting closed at 12.30pm

Chair: \_\_\_\_\_

Date: \_\_\_\_\_