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:_____