
**Minutes of Members Event
Board meeting 17.09.25**

Time: 10:00 – 13:00

Venue: Europoint, 5-11 Lavington Street, London SE1 0NZ
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Attendance: Tricia Hayes, Chair (TH), Richard Hebditch (RH), Eddie Lynch (EL), Lara Sonola (LS), Susan Stockwell (SS), Priya Khullar (PK)

Apologies: Tiffany Lam (TL)

Secretariat: Michael Roberts (MR), Susan James (SJ), Sonya Dallat (SD), Alex Smith (AS), Catherine Williams (CW), Emily Bastin (EB), Shahid Mohammed (SM)

Guests: n/a

1. Chair's introduction, apologies, minutes and matters arising from Public Board meeting 24.07.25

Tricia Hayes (TH) opened the meeting and the minutes of the Public Event meeting on July 24th, 2025 were approved. Actions from the previous meetings were discussed and updated and reflected in the revised action log.

2. Chair's update

- TH reported that she had visited the Foundever Contact Centre with Transport Focus on 31 July. This had been an excellent opportunity to meet the team, and to find out more about the work done by Foundever for both LTW and Transport Focus.
- Rail reform continued to pose many difficult challenges for the Department for Transport and MR was still waiting for a response to the consultation on the legislation.
- TH had met with Elly Baker to discuss a set of proposals for staggered extensions for Board members whose terms which were coming to an end at the end of December. Decision on these proposals were expected around the end of September.

3. CEO Report (LTW796)

Michael Roberts (MR) briefed the Board on his recent activities:

- MR reported that the GLA had begun its budgeting process for the 2026/27 financial year, and while there was little short term risk of major changes to the funding arrangements for LTW the longer-term financial pressures on the Assembly might have an impact in future years.

- TH noted that LTW's funding had been pretty consistent over about the last decade in cash terms – MR was expecting a long-term funding line from Helen Ewen.
- EL said that LTW was currently in a relatively strong position with the Assembly thanks to the hard work carried out by MR and the whole leadership team over the last couple of years.
- LS referred to the Railway Reform Bill and asked if there was a sense of what impact the proposed expansion of investigatory and information sharing powers would have on LTW's operations and capacity. MR said the bill would create a new duty on GBR to share information with LTW which would help LTW carry out its watchdog role more effectively. It would not grant enforcement powers.
- PK asked about the possibility of using the legislation to give more teeth to LTW's casework role. SJ explained that this wouldn't be possible as it would involve following an ADR route aimed at balancing the interests of operator and customer, rather than simply advocating for the customer as at present.
- EL asked about the evaluation framework for Equity in Motion and asked if disabled people would be involved in co-producing the evaluation. MR hoped that the Independent Disability Advisory Group would be involved and would follow up with TfL to ensure that that was the case.
- RH referred to the Vision Zero Action plan section in the report and asked MR what work LTW had in mind on safety. MR said that LTW did not currently have a specific safety work programme, but that safety featured as a key outcome in several work streams, particularly safety on buses.

Action: MR to follow up with TfL to confirm that Independent Disability Advisory Group would be engaged in the evaluation framework for Equity in Motion.

4. Business Plan: Half-Year Review and look ahead to 2026/27 (LTW797)

MR introduced this item. Preparation for next year's business plan was underway ahead of the December meeting with the Transport Committee. MR was proposing that the 26/27 work programme should roll forward the same six themes as in 2025/26 but with some changes to the goals within the themes. The two areas which were particularly in need of a refresh were Better Public Transport and Accessible, Inclusive and Secure Transport. MR said that the informal meeting on 2nd October with the Transport Committee would help inform the detailed plans and assist with shaping priorities for the next year.

In discussion, Members and others made the following points:

- SS welcomed the assessment of progress in delivering the current year's plan but felt that there needed to be more clarity on what outcomes were being achieved, not just what work was being delivered.
- EL congratulated MR on achievements to date in 2024/26 and said it was good to see everything they had achieved in the 6 months being set out so clearly.
- RH said that due to current uncertainties such as the Great British Railway coming into place, LTW's would have a better sense of its future role on rail issues in one year's time which argued against making any radical changes to the current themes.
- AS felt that there were important priorities within each theme but agreed that there were some unclear boundaries between the themes.

Overall, the consensus was that the high-level themes remained relevant, and the Board agreed that the 2026/27 business plan should be organised around these themes. However,

the detailed work within each theme should be refined to ensure that there was no overlap, especially in themes 1, 2 and 3.

RH asked when LTW was planning to refresh its overall multi-year strategy in order to inform planning for the years beyond 2026/27. The Board agreed that it would be sensible to carry out a strategy development exercise through a dedicated task and finish group which should start to meet in early 2026. This project should look at resourcing as well as outcomes and would provide an opportunity to consider the case for building into the future work programme some of the work which was not currently able to be resourced (e.g. on housing and land use, and potentially on safety).

Action: TH to set up a theme task and finish group in early 2026.

5. Equity, Diversity and Inclusion (EDI) Strategy

MR introduced a paper updating the Board on the work within LTW on EDI and a proposal to create a comprehensive new strategy. This would have two main elements to the strategy: internal around LTW as a place to work, and external, defining LTW's goals for EDI in the Transport sector.

In discussion the following points were made:

- The Board noted that EDI was an important aspect of many elements of LTW's work, such as bus use for those on lower incomes, personal safety and hate crime, and arguing against ticket offices closing which affected disabled passengers.
- The Board noted that race had been a challenging internal issue within the workplace and should continue to be seen as a high priority for work on culture and behaviours.
- For LTW's work holding the transport system to account, the Board agreed that the highest priority should be to promote the interests of disabled travellers, given the strong evidence base of the inconsistent service received and the impact of this on access to travel and life opportunities.

The Board agreed with the proposal to move ahead with the development of a new strategy covering both internally and externally facing work. The Board noted the staff survey and the upcoming Away Day would be vehicles for robust planning.

6. Topics for discussion with Andy Lord on 24th November

TH noted that there was a further discussion planned between the Commissioner and the Board for 24 November (at 1pm at Palestra). Her proposal was that this discussion should be more strategic in character than the earlier shorter session and should be used as an opportunity for fuller discussion on a smaller number of topics. She asked the Board for their initial ideas of topics to be raised which she would then incorporate into an overall plan for the meeting.

The Board suggested the following topics:

- Overall shape of the TfL Business Plan and its impact on asset health and performance
- The management of industrial action – the effectiveness of contingency planning and use of other modes.
- Customer strategy and customer trust metric

- Resourcing and business planning
- Ticket offices including the future of ticket offices on the Elizabeth Line
- Fare evasion - the broader strategy

Action: TH to work up a detailed plan for the meeting which could then be finalised at the LTW Board meeting scheduled for 12th November

7. Transport in London Monitor (LTW800)

MR introduced this regular report. Much of the data in the report was the same as had been shared for the previous board, MR said there had been some new information on personal security and fare evasion. MR brought the Board's attention to TFL's summary regarding passengers' fears on using public transport which had increased by 36% and 9% of that figure had permanently or temporarily stopped using public transport as a result.

EL referred to customer satisfaction levels which had remained high on Elizabeth Line but noted that crime had increased over a 6-month period. He was interested in understanding more about the relationship between crime and customer satisfaction levels. EL suggested finding out more information on how the survey was conducted and how objective it was.

Action: AS to ask TfL for information on the survey.

8. Campaigns & Advocacy Report (LTW801)

AS introduced her regular report. In particular:

- AS reported on the Bakerloo line pain point work being carried out. Trevor Rosenberg had been keeping track of issues on the line, and they had been meeting with TfL but it had proved difficult to meet with the right people due to summer holidays impacting availability etc. MR said he would be meeting with the TfL COO, Claire Mann on 22nd September and the Bakerloo Line was on his list to discuss.
- AS said that the Transport Committed future work programme would include items on the walkability of London Streets followed by road space and congestion. AS said that she would share the written LTW submission on walkability of London Streets with the Board members. EL commented that it was good to see the work being carried out around digital inclusion.

9. Communications Report (LTW802)

SD introduced her regular update. Despite a relatively quiet summer period, she remained positive about the progress being made on communications and that LTW input had been visible in a few different publications which was very positive. In particular:

- The Londoner had referenced the LTW bus report.
- LTW had published additional information on its website concerning the tube strikes and this had received over 5000 views which demonstrates that LTW ranked well in google searches.
- They had received good engagement on social media, and the recent podcasts had been well received. SD said they were hoping to record a further podcast with Siyam Hayward, the TfL Director of Security, Policing and Enforcement.

RH asked if AI had caused any dips with website views and SD said it was an interesting point, and she would look out for that but had not noticed any changes to date.

10. Casework Report (LTW803)

SJ introduced a thematic report which provided a more detailed analysis than usual for the Board on the learnings from case working about the passenger experience of bus driver behaviour.

SJ advised that the highest number of passenger casework complaints received by LTW related to bus drivers, so she had tried to outline the context behind that in her report. SJ said there was some discontentment amongst drivers over differing employment conditions and opportunities at various garages. SJ said that expectations on drivers were also very high.

The Board welcomed the insights in the report. All agreed it was an important issue, on which they would welcome more information from the data TfL held to understand why the complaints were increasing, and in what areas etc. and how it was being addressed to reduce the complaints.

In discussion the following points were made:

- AS explained that TfL were in the process of creating more training programmes for bus drivers, but they were still in the early stages.
- EL said it would be helpful for the Board to get a better understanding of a typical day in the life of a driver from their perspective. He pointed out that bus drivers had to deal with many different problems such as passengers under substance abuse, mental health issues, difficult customers. AS said she had attended a bus safety event at City Hall and there were some bus driver campaigners she could contact to get their thoughts.

Action: AS to look at the possibility of inviting in a guest speaker representing bus drivers to improve the Board's understanding of the challenges facing bus drivers.

11. Finance Report (LTW804) and Annual Accounts

SM highlighted the following from the annual accounts:

- Rent deposit interest - £6000 forecast, £3,000 for last year and £3,000 for next year as the auditors recommended reviewing annually rather than at the end of lease.
- Staff salaries £23,000 variance, £6,000 of which had been generated by a £500 one off payments to all staff.
- Pension £4,000 - pension corrections made during year.
- £13,000 unexpected cost which was a knock-on consequence of a period of maternity leave of a staff member

The Board approved the accounts and thanked SM for his hard work.

In terms of the current financial year, the finance team were projecting a potential underspend potentially of £45,000 which would be moved to reserves. The Board was keen to ensure that underspends were minimised, especially given the work

planned on future financial needs. MR thoughts were to earmark some of the underspend for a larger budget for the second stage of the Value for Money project.

12. Risk Register

MR said there had been some small positive changes since the last Board meeting and that work had been carried out on Risk Area 3 which had gone from red to amber. The Board noted the changes to the register and welcomed the overall trend of improvement. MR confirmed that the management team reviewed it monthly.

PK asked about performance at the Foundever contact centre and whether they were now meeting contractual performance standards - SJ confirmed that Foundever Team were doing well and that the teething problems initially experienced were now largely resolved. MR to look at reclassifying this risk from amber to green in the next report.

13. AOB

The Board supported holding an informal social event in the New Year.

The meeting closed at 1pm.

Date of next Public Event Meeting: Wednesday, November 12th, 2025.