

# Public Board meeting

12.11.25

LONDON  
TRAVELWATCH

## Chief Executive's report

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### Business Plan themes: update and status

Themes	Lead	Update	Status
1 More seamless journeys	MR	Street space research findings published and next steps to be considered. Meetings held with Living Streets (London) and Walk Wheel Cycle Trust. Awaiting further Oxford Street pedestrianisation consultation later in the year.	
2 Better transport services	AS	Met with TfL about Bakerloo line issues and published blog on topic. Next stage of value for money work out to tender, aim to appoint successful party by end of November. Ongoing engagement with TfL on improving bus services.	
3 More accessible, inclusive & secure transport	AS	Personal security research on reporting is out to tender. Tricia joined EVAWG and Hate Crime task force, and we're engaging with GLA Police & Crime Committee investigation on same topic. Meeting to do a deep dive on lift reliability with TfL scheduled.	
4 Greater TfL ambition in building trust	MR	TfL medium term target for customer care survey score (66 per cent by 2030) now in public domain: await to see how it is referred to in TfL's Business Plan (due December). Second TfL/ICS/LTW meeting on customer care held in October.	
5 Closer working with Transport Committee	AS	Submitted evidence to the committee's investigation on walkability of London's streets, and looking at doing the same for their work on congestion where it relates to public transport. Continuing to regularly meet with Assembly Transport Leads.	
6 Improved casework operations	SJ	First meeting relating to external accreditation/certification on 3 November. Data scrape of RO data complete with information appearing in this quarter and in future Casework reports.	

Completed or going well	Under way or ongoing	Not going well	Not started	No longer applicable
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## **1 Overview**

Since the Board last met in September, there has been no change in the status of the themes summarised in the table above. Further detail on themes one and four, where I have the lead, is provided in the section below.

## **2 Business plan themes 1 and 4**

Under theme 1 (more seamless journeys), please see the Campaigns and Advocacy Report in the pack of papers for this Board meeting.

Under theme 4 (greater TfL ambition in building trust), one of our goals for this year was to secure public commitment by TfL to a medium-term goal for public perceptions of care at higher levels than today. In a paper to TfL's Customer, Sustainability and Operations Panel on 6<sup>th</sup> October, there is a reference to TfL's target to achieve a customer care survey score of 66 per cent by 2030.

We believe this is the first such reference in the public domain: previous references have been to annual targets. The figure is higher than the 2025/26 full year target of 60 per cent, and the paper notes that since April 2024 the periodic percentage scores have risen markedly from the mid 50s to the high 60s. We will look to see whether the 2030 goal is retained/enhanced in TfL's forthcoming Business Plan due in December.

I also had a positive meeting in early October with TfL's Director of Customer Service and the Institute of Customer Service (ICS), following up a similar one we had had a month previously after we initially suggested the idea. We explored in more depth ICS' insights regarding customer trust and care: TfL will consider how far the ICS' work might add value to its current approach. Our role here has been to act as catalyst and we do not anticipate being involved further for now.

## **3 Stakeholder engagement**

### *Transport for London*

Tricia Hayes and I met TfL's Chief Customer and Strategy Officer Alex Williams in September. The discussion focused on preparations of TfL's Business Plan: this is due to be published in December and will set out priorities for the next four years.

TfL's settlement under the Government's 2025 Spending Review meant some key projects could progress, such as completion of the procurement of new trains for the Piccadilly line and DLR. However, growth projects such as DLR extension remained unfunded; and the consequences of a lower than planned operating surplus and other financial headwinds meant that careful choices would need to be made about priorities. We said that two of the areas on

which we would judge the Business Plan were investment in capital renewals and the impact of the plan on passenger outcomes.

### *National Rail*

In October, Alex Smith and I met the Managing Director of South Western Railway, Lawrence Bowman, and the Managing Director of Network Rail Southern Region, Dave Hooper. Both started in their posts in May and are responsible for significant areas of rail operation in London TravelWatch's remit. Alex Robertson from Transport Focus joined us for the meeting with Dave Hooper.

A key theme in both meetings was the move by the rail industry towards closer integration between track and train, ahead of the formal creation of Great British Railways. An integrated senior leadership team has been created between South Western Railway (now in public ownership) and Network Rail Southern Region, which has broadly similar arrangements with South Eastern Railway (also now in public ownership).

In both meetings, we emphasised the need to focus on delivering for passengers, for example on value for money, alongside the considerable management focus clearly being given to implementing rail reform. In the case of South Western Railway, we noted the recast of its timetable which is due in 2027: this will be a challenge to get right, but we also highlighted it as a key opportunity to show how rail reform can work for passengers.

In October, I also attended a stakeholder event hosted by Network Rail at Euston station. The event fell close to the first anniversary of the Five Point Plan to improve the customer experience at Euston announced by the previous Secretary of State for Transport, in part as a result of our advocacy. We marked the occasion with a blog post recognising the progress which had been made since then, and the need for much more still to be done <https://www.londontravelwatch.org.uk/news/euston-plan-one-year-on/>.

### *London Assembly*

In October, I joined a panel of external guests at a session of the Assembly's Budget and Performance Committee to discuss the TfL part of the forthcoming Mayor's 2025/25 budget. I focused on TfL's capital renewals as an area of concern and suggested that the Committee might want to ask TfL for information on the operational impact of its actual and planned levels of renewals investment.

As mentioned in my report to the July Board, I attended a session of the Transport Committee to discuss fare evasion on TfL's network. The Committee has since published correspondence between it and TfL on the topic. The Committee Chair, Elly Baker, in her letter to TfL (2<sup>nd</sup> September) [https://meetings.london.gov.uk/documents/s118164/75%20-%20Output%20-%20Letter%20to%20TfL\\_fare%20evasion.pdf](https://meetings.london.gov.uk/documents/s118164/75%20-%20Output%20-%20Letter%20to%20TfL_fare%20evasion.pdf), referred to points I made at the session, including my question as to how much substance lay behind TfL's summary revenue protection strategy, and the need for action on ticket

gatelines. Andy Lord's response (13<sup>th</sup> October) can be found here:  
<https://meetings.london.gov.uk/documents/s118593/Appendix%203%20251013%20-%20Elly%20Baker%20AM%20re%20Fare%20Evasion%20Response.pdf>

Following my engagement with the Transport Committee regarding AM concerns about bus safety (see my reports to the July and September Board meetings), Elly Baker wrote to Andy Lord on 16<sup>th</sup> July posing six questions which I had suggested the Committee might wish to raise, covering areas such as TfL's Bus Safety Strategy and the evidence about the role of speed in collisions involving buses. The Committee has just forwarded to us the Transport Commissioner response (22<sup>nd</sup> August): as well as providing useful information on several points, TfL proposes to hold a session with the Committee to discuss its approach to safe speeds on buses  
<https://meetings.london.gov.uk/documents/s118815/Appendix%204%20-%20Elly%20Baker%20AM%20re.%20bus%20safety%20event%20follow%20up%20letter.pdf>.

In October, Board members Rick Hebditch, Eddie Lynch and Lara Sonola joined Tricia Hayes and me in an informal meeting with the Transport Committee Chair, Deputy Chair and members of its secretariat. It was a useful chance to give the Committee a deeper understanding about the work of London TravelWatch and to develop the relationship between our Board members and the Committee.

#### **4 Organisational development**

We conducted our annual staff survey in October: the results are set out in a separate paper which is included in the Board meeting pack. We will be discussing the results and identifying any actions at an all-team awayday on 5<sup>th</sup> November: I will update Board members on the outcome of the discussion when we meet in the following week.

#### **5 Future Board meetings**

The Board is next due to meet for its session with Transport Commissioner Andy Lord on 24<sup>th</sup> November (1300-1500) at TfL's Palestra office.

A joint event with the Transport Focus Board is due to take place on 16<sup>th</sup> December, including a discussion with Simon Calder, The Independent's well-respected Travel Correspondent. Further details will follow, but the timing is likely to be 1200-1500.

The next regular meeting of the Board is as a members' event, scheduled for Wednesday 21<sup>st</sup> January 2026 1000-1300 at London TravelWatch.