

**Venue: Europoint, 5-11 Lavington Street, London SE1 0NZ**

**Attendance:** Tricia Hayes, Chair (TH), Richard Hebditch (RH), Eddie Lynch (EL), Lara Sonola (LS), Priya Khullar (PK)

**Apologies:** Tiffany Lam (TL), Susan Stockwell (SS)

**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 12.11.25**

Tricia Hayes (TH) opened the meeting and the minutes of the Public Event meeting on November 12<sup>th</sup>, 2025 were approved. Actions from the previous meeting were discussed and updated and reflected in the revised action log. TH shared the news that Tiffany Lam had given birth to a baby boy in December, and that she was looking forward to actively engaging with the Board again later in the year.

**2. Chair's update**

- TH said that 2026 was going to be an important year for London TravelWatch as we reframed our organisational model and strategy and responded to external changes including rail reform.
- TH and the Board members reflected on the lessons learned from both the Transport Focus Joint Board meeting in December 2025 and the session with TfL Commissioner, Andy Lord, in November 2025.

**3. CEO Report (LTW811)**

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

- MR reported that he, Alex Smith and Trevor Rosenberg had attended a TfL Bus Strategy meeting with TfL in December. MR would shortly be writing formally to TfL seeking clarity on TfL's plans to meet its targets for improving bus speeds and would share that communication with other stakeholder including the London Assembly.
- MR said that he had recently met with Thomas Turrell, now the Conservative Group lead on the Assembly, and was in the process of responding to an email request from him asking for information about LTW's financials over a 10-year period

- EL referred to references to TfL lift upgrades in the report. This was an issue which he had raised with the Commissioner and on which LTW should be seeking clarity on progress with delivery. He asked if the 20 lift upgrades would be monitored. AS said that she met with TfL in November and was due to meet with them again on the engineering side of the works. She said she would follow up with TfL and share their response with the Board.
- MR advised that the current lease on LTW's office accommodation was due to expire in November 2026. Exploratory discussions with the landlord were underway.

**Action:** AS to follow up on TfL lift upgrades and share the response with the Board.

#### **4. Hate Crime and VAWG Transport Task Force (LTW812)**

TH introduced her paper updating the Board on LTW's workstream on personal security issues. She briefed the Board on the Mayor's new Taskforce on Tackling Hate Crime and Ending Violence Against Women and Girls (EVAWG) and reported back on the first meeting which she had attended.

- EL asked whether the taskforce would be reviewing the "See it, say it, sorted" campaign. EL's view was that this didn't stand out as being specifically aimed at violence towards women and girls and that it needed to be more targeted around the awareness of raising the specific issue. TH said that "Communications" was on the agenda for a future Taskforce meeting and said that the topic had also been raised by others.
- TH and AS said that they were presenting at the next meeting on 22<sup>nd</sup> January with Yonder and would be running a workshop on the current reporting experience and how it could be improved.
- AS said that TfL had recently carried out research into violence against women and girls on the transport system and they were due to publish their results soon.

#### **5. Rail Reform Update (LTW813)**

MR briefed the board on his paper which provided an update on recent development including implications for London and London TravelWatch. MR had drawn attention to the most important parts of the Bill and the new duties which applied to Transport Focus and LTW.

- MR had now given evidence (written evidence [here](#) and video [here](#)) to the Bill Committee for the Rail Reform legislation. This had provided LTW's perspective on planned rail reform and LTW's role. MR now planned to submit a formal paper to the Committee with his comments on some of the clauses contained in the Bill.
- MR said that in advance of the Bill becoming law, LTW and Transport Focus would need to agree on some different ways of working together.
- RH said he would be happy to assist MR with his response and added that it would be worth making a strong case around LTW's statutory consultee status. It would also be important to ensure that TfL had the right access to infrastructure and other assets.
- TH said that it would be helpful to have a clearer sense of what commitments LTW would like to see made outside the legislation, including in statutory and non-statutory guidance and other secondary documents.
- LS asked if other stakeholders were concerned that the legislation would reduce their impact. MR said there were some concerns elsewhere, but that very few other

organisations had a statutory basis. LS said LTW should be alert to any longer-term existential threats arising from not having recognition for everything they could achieve.

- EL asked what views Transport Focus had on the future working model with LTW and how confident they were about being able to adequately represent London. MR said he felt that Transport Focus would want to agree a “modus operandi” to make sure that the partnership worked. LTW would need to invest the energy to make that happen. The top priority for Transport Focus right now was to work out how to integrate additional functions including around setting standards, and how to integrate people and functions which would be expected to come over from ORR.
- TH agreed that LTW had some different interests and objectives to Transport Focus regarding the Bill, and this was understood by both leadership teams.
- RH said it would be good to reinforce the point of how many journeys involve London. MR said that 70% of all rail journeys in the country started or ended in the capital and he had mentioned the statistics in the Bill Committee meeting. He added that there were 400 stations in LTW’s remit, so a large proportion of the national footprint.
- MR said he had contacted the GLA Executive Director to check if LTW as an organisation could submit comments on the clauses and she had advised MR to contact the Chair of the Assembly Transport Committee also, as they might be a potential ally into the Secretary of State.

## **6. London TravelWatch Board Effectiveness Review (LTW814)**

TH introduced the paper proposing an approach to reviewing board effectiveness and forward strategy. This paper had been prepared jointly with MR. The paper proposed an early internal review into the effectiveness of the Board, followed by a wider review of strategy and organisation. The Board was asked for its views on the right balance between external and internal input, and to provide a steer on the key issues to be considered in the strategy and organisation review.

In discussion, the key points made were

On the Board Effectiveness review:

- EL referred to the recruitment timeline of new board members to replace the two stepping down in December. Experience suggested that this would not be a quick process, and the conclusions from the effectiveness review might be needed earlier than the paper suggested.
- RH supported having an external effectiveness review before the Mayoral and Assembly elections, which would show the value of the organisation. EL felt strongly that an external perspective would be important, but it would be crucial to choose the right facilitator.
- LS had concerns around the resources and time an external review would take and felt a lighter touch might best for 2026, as there would be two new board members appointed. She felt focus on the strategy plan might be a better use of time and resources.

**On the strategy and organisation review:**

- Board members agreed with the proposal that external stakeholders should be engaged in helping identify strategic priorities for LTW over the next three years.
- LS added that LTW had limits as an organisation as to what it could control and to take a pragmatic and targeted approach. Its strategy should be built around areas where it genuinely felt it could make a difference.
- RH said that there were so many major changes taking place in the transport industry that it might be helpful to review strategy later in the year.
- MR agreed that the six current themes in the Business Plan might need to be reviewed to reflect both industry changes and the output from the current LTW workstream on customer priorities, which might throw up some gaps in the current work plan
- TH suggested getting some external support for the strategy review and the setting up of a Board sub-group.
- RH said clarity on a strategy model, the changes needed and how results could be achieved would be the key points to focus on and then testing those with external stakeholders.

Summing up, TH said that she would take on Board the clear feedback that there should be some external input to the Board effectiveness work, but she would reflect on how this could be achieved in a relatively light touch way. On the strategy review, she would work with MR and the team with a proposal for a forward process, but noted the support given by the Board to drawing on stakeholder feedback and to bringing in some targeted external resource to support and/or challenge the work. She also noted the collective view that the forward strategy should be based around those areas where LTW could achieve most impact. **Action – TH**

## 7. Transport in London Monitor (LTW815)

MR introduced the Transport Monitor paper, highlighting recent significant developments in the London transport system.

- MR drew attention to an extract from the TfL's Customer Care Survey results and the strong score of 67% of Londoners agreeing that TfL cared for its customers. This was a higher number than had been included in the draft TfL business plan. MR had suggested setting a higher target, but TfL were taking a conservative position which reflected the lack of clarity around drivers of this overall number.
- RH referred to the complaints reporting system and asked what had led to the increased numbers of complaints. SJ briefed the Board on the challenges faced by TfL in dealing with large volumes of complaints related to the replacement of concession cards. Calls were being answered in the average of ten minutes instead of two, which led to an increase in dropped calls. Separately, the Northern and Central Lines had both received increased complaints due to delays and anti-social behaviour such as graffiti. SJ said that TfL were currently looking at the possibility of using WhatsApp for complaints which was much faster, but WhatsApp had strict guidelines for businesses and complaints had to be responded to within 24 hours. TfL hoped to improve their complaint system to a "one touch" system per complaint.
- TH said that the findings were interesting and agreed it was an important part of LTW's work and they would look at the possibility of discussing with TfL their complaint channels, performance and trends in the future.

- EL referred to the section on Capital Call and said that it was not clear how the savings from closing this service were being reinvested. TH and AS said they would go back to the stakeholder team on this point. Action - AS
- EL commented on the section on TfL helping passengers to understand new fare systems using posters. EL felt that this was a sub-optimal approach and that the better solution would be to simplify ticketing and improve ticket machines. The same problems existed with National Rail's fare systems. MR agreed that this was something they should bring up in the regular meetings with the railway stakeholders.
- RH asked about recent changes to TfL's fare proposals and how this had affected TfL's finances. MR said there should be some details in the TfL's business plan due to be published in February.

**Action: AS to go back to the TfL stakeholder team on how the Capital Call savings were to be reinvested.**

## **8. Campaigns & Advocacy Report (LTW816)**

AS introduced her regular report.

- AS drew attention to the interim results of the next stage of the Value for Money (VFM) research which was providing valuable insight into the priorities of passengers with different characteristics. The results would be ready for the next Board meeting in March.
- The Assembly Transport Committee's Accessibility and Inclusion report was due to be published on 13<sup>th</sup> February. AS said she was looking at raising awareness on the issues they were focusing on and working with the communications team, particularly on recommendations for National Rail.
- EL asked about the campaigning being carried out on barriers that passengers experienced when travelling and asked how we are involving people with lived experience. SD said external organisations have posted on their social media accounts to ask people to get involved and film videos for us, but the results have been mixed so far.
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## **9. Communications Report**

SD introduced her regular update:

- Media coverage had been particularly good on the fare increases statement which had been picked up widely.
- Oyster 60 plus and freedom pass coverage had received the most views on the website.
- Luke Muskett had interviewed members of the public on plans for the Oxford Street pedestrianisation. The video had received some good responses on social media.
- SD said she would soon have a full year's data from the responses on the website and would be able to present the findings at the next Board meeting.
- The podcasts were very popular and two more were planned.

- LS asked whether we were picking up feedback on the growing inaccuracy of “real time” information on buses using the TfL App. SD said that there had been an increase in complaints about the bus count-down screens and the App which LTW understood was due to the two systems not syncing correctly. The Board all agreed this was something to keep an eye on.

## **10. Casework Report (LTW803)**

SJ introduced her regular report:

- The issues on the Eurostar over the festive period had created additional casework.
- SJ sought feedback on the passenger satisfaction survey questions included in the report. EL noted that the feedback form currently encouraged sharing of more negative experiences and suggested presenting some of the questions in a more positive way which could result in changes to some of the feedback received.
- EL referred to the case study from Transport Focus regarding the Penalty Fare Notice raised on someone whose phone had run out of battery. He asked whether issues with passengers not being able to provide proof of purchase of their tickets were increasing and suggested that there should be an awareness campaign on the issues. SD said that RDG were aware of the problems with electronic tickets being an issue, but the current legislation was clear that passengers were required to show a valid ticket on demand.

## **11. Finance Report (LTW804) and Annual Accounts**

SM introduced his finance report and the latest management accounts. Changes since the last period were:

- Extra £5,000 added on income
- £1,000 received from Transport Focus for their contribution towards an external speaker cost at the joint board meeting
- £4,000 added - Work and Pensions “Access to Work” scheme claim
- Work on seamless journeys project had been completed
- Better Transport Services project - £85,000 could be released
- Year-end movement in the reserve (subject to some uncertainties on projects) will be within a £20,000 / £42,000 range

## **12. Risk Register**

The board noted the risk register.

## **13. AOB**

None

The meeting closed at 1.00pm.

**Date of next:** Public Event Meeting on Wednesday, 18 March 2026 at 10.00am