

Public meeting

18.03.2026

LONDON
TRAVELWATCH

Chief Executive's report

Board paper LTW820

Drafted: 11 March 2026

Author: Michael Roberts, Chief Executive

Business Plan themes: update and status

Themes	Lead	Update	Status
1 More seamless journeys	MR	Follow up to LTW report <i>Making space</i> being considered as part of project planning for coming business year. Mayor's plans for Oxford Street pedestrianisation now approved: ongoing need for LTW to engage on delivery.	
2 Better transport services	AS	Value for money research entering final stages, summary findings to be presented at Board meeting. Continued discussions with TfL on improving bus services and new business plan. Railways Bill engagement ongoing.	
3 More accessible, inclusive & secure transport	AS	Qualitative stage of personal security reporting user journey research wrapping up, starting quant work and synthesis of findings. Internally prepping accessibility facilities and step-free access work ready for launch post-election.	
4 Greater TfL ambition in building trust	MR	Next meeting with TfL on customer care issues due 19 th March: focus to include implications of latest TfL business plan for its customer strategy. Year-to-date headline survey score (67%) ahead of full-year target (60%).	
5 Closer working with Transport Committee	AS	Continued regular engagement with Assembly Member Transport Leads and Committee staff. Our evidence cited in the Committee's recent report on accessibility and inclusion , which included recommendations relevant to our work.	
6 Improved casework operations	SJ	All options to streamline the initial contact process paused indefinitely as TF focus on other areas. Securing accreditation or certification for the CW team has been investigated but will not be pursued at this time. All other targets achieved or ongoing,	

Completed or going well	Under way or ongoing	Not going well	Not started	No longer applicable
-------------------------	----------------------	----------------	-------------	----------------------

1 Overview

Since the Board last met in January, 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.

As signalled at the January Board meeting, externally my focus since then has been on promoting London TravelWatch's interests in the Railways Bill, supporting the team in our work on buses, and assessing the implications of TfL's forthcoming business plan. Internally, I have focussed on preparing next year's budget, working with the team in preparing project plans for our business plan themes, and taking forward proposals for new staff contracts of employment and terms and conditions.

2 Business plan themes 1 and 4

Under theme 1 (more seamless journeys), one aspect we are looking at is how to follow up to our *Making Space* report during 2026/27, focusing on the three priority themes identified in the report (pavement quality, better facilities and safer/more accessible streets). Ideas include identifying the top hotspots for TfL to address in terms of pavements, crossings/junctions and public toilets; and following up a subset of the Transport Committee recommendations in its December 2025 *Quality Streets* report.

Under theme 4 (greater TfL ambition in building trust), our next quarterly customer care meeting will take place the day after our Board meeting on 19th March. Since we last met, TfL has published its business plan including reference to customers as one of five internal thematic strategies: we will be keen to understand how this compares with the previous customer strategy.

We understand from our recent meeting with Alex Williams (see below) that there are no fundamental changes of direction in TfL's customer strategy direction. There is an intention as part of TfL's organisational scorecard to retain regular reporting on satisfaction with services, while moving to more medium-term reporting on the care metric. The latest quarterly TfL customer care survey score (see extract in the Transport in London monitor paper) records the same year-to-date score as before (67 per cent) but an increased full-year forecast score of 65 percent against a target of 60 per cent.

3 Stakeholder engagement

Transport for London

Tricia and I recently met TfL's Chief Customer and Strategy Officer Alex Williams, following our request to Andy Lord to discuss TfL's recently-published business plan.

We discussed the financial underpinnings to the plan, including the levels of planned investment in renewals and investment. Average annual investment

in renewals is due to increase, though it will still be below a “steady state” requirement of £1.2 billion per annum: the most significant implication of this is likely to be for road assets in the capital, including road bridges.

The discussion also covered TfL’s strategy on buses. TfL’s approach is to reverse the fall in ridership in recent years based on changes in service patterns; improved customer experience; investing in a greener, safer bus fleet; improving bus speeds; and changing the commercial model behind bus service provision. A further meeting with TfL focused on its plans to improve average bus journey times is due to take place on 17th March.

National Rail

Following the Board’s meeting in January, I submitted written evidence to the Railways Bill Committee proposing amendments to the Bill in light of our concerns about its treatment of London TravelWatch as a statutory consultee. In February, Elly Baker wrote to DfT ministers on behalf of the Assembly’s Transport Committee, supporting our proposals.

The Committee has now completed its work. The Bill is expected to have its report stage and Third Reading in the House of Commons in May/June, with a First Reading in the House of Lords possibly before the summer recess in July. Although the Bill Committee did not take up our suggestions, the Secretary of State’s response to Elly Baker recognises our vital role and says that DfT officials will continue to engage with us and will consider our suggested amendments, including how to ensure that our role is captured appropriately in the Bill.

We will consider our next steps with the DfT and with parliamentarians ahead of the next stage in the legislative process. We will also begin work with Transport Focus in developing a Memorandum of Understanding which covers how we expect to work together, assuming the Bill is passed and Transport Focus begins operating with new functions from April 2027.

In March, Alex and I had our latest regular meeting with Jake Kelly and Julien Dehorney, Managing Director and Deputy Managing Director of Network Rail’s North West and Central Region. We discussed rail reform on their part of the network, the preparation of a business plan covering the period up to delivery of HS2, Easter engineering works and future opportunities to improve Euston pre-HS2. Our next regular meetings with the Managing Directors of South Eastern Railway, South Western Railway and Govia Thameslink Railway are currently being arranged jointly with Transport Focus.

London Assembly

In our latest round of Transport Committee group leads, in February Alex and I met Caroline Russell AM (Green Party) and Keith Prince AM (Reform UK). Topics discussed included accessibility, the London Plan, Zipcar, rail reform and bus safety. In March, we met Thomas Turrell AM (Conservative), when we discussed our position on the Railways Bill, rail station accessibility, TfL’s strategy on buses, and TfL’s business plan.

I attended the London Assembly 25th Anniversary Parliamentary Reception, hosted in March by Lord Duvall of Woolwich OBE AM, current Chair of the Assembly. Baroness Taylor of Stevenage, Parliamentary Under-Secretary of State at the Ministry of Housing, Communities and Local Housing spoke on behalf of the Government. It was a useful chance to network with Assembly Members from different parties, peers and senior representatives from the GLA and TfL.

4 Organisational development

Final amendments to our updated draft contracts of employment and terms and conditions are being prepared by an employment lawyer, following helpful suggestions from Eddie Lynch, Tricia Hayes and group heads. The next stage is to consult all London TravelWatch employees on the drafts when ready and to consider points raised over a six-week period before adopting the new texts.

We and Transport Focus have recently reviewed the collaboration agreement which sets out how both organisations pool resources to support each other. In simple terms, we manage appeals to Transport Focus on their behalf (alongside managing London TravelWatch appeals) and their corporate service team provides IT, finance and HR support to us. We aim to ensure there is a broadly equivalent exchange of value between the two bodies and an updated version of the agreement for 2026/27 is being prepared for formal sign off.

5 Future Board meetings

The next regular meeting of the Board is as a members' event, scheduled for Wednesday 20th May 2026 1000-1300 at London TravelWatch.