

Public Meeting

15.07.2026

LONDON
TRAVELWATCH

Chief Executive's report

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Board paper no: LTW833

Agenda no: 03

Drafted: 08 July 2026

Business Plan themes: update and status

Themes	Lead	Update	Status
1 More seamless journeys	MR	Three public transport interchanges assessed: findings and next steps included with this paper. Areas identified in principle to follow up <i>Making Space</i> priority areas (pavement quality, better facilities, safer/more accessible streets).	
2 Better transport services	AS	We continue to push TfL to improve bus services, with a letter outlining our concerns with changes to the bus network and consultations. Dashboards monitoring ongoing, with the Overground (esp. Mildmay Line) identified as an issue to take forward.	
3 More accessible, inclusive & secure transport	AS	Personal security reporting research completed, and topline recommendations shared with Mayor's taskforce for consideration. Conversations ongoing. Discussed lift performance with TfL, with continued focus on improving this, alongside other facilities.	
4 Greater TfL ambition in building trust	MR	Stakeholder roundtable on LTW VfM research held in June to help identify key insights. Engagement with TfL in June on latest status of their customer strategy. Planning of comms campaign on one of the five drivers behind TfL's care score yet to start.	
5 Closer working with Transport Committee	AS	Regular meetings with AMs and GLA staff are resuming following the local elections in May. The Transport Committee are doing an investigation into autonomous passenger vehicles in London, which we have submitted written evidence to.	
6 Improved casework operations	SJ	The updated survey has been created and is being used. From Q2, reporting will be separated by watchdog. Monthly management checks for the outsourced provider and Case handling have been updated and used for the first time in June 2026.	

Completed or going well	Under way or ongoing	Not going well	Not started	No longer applicable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

The status of activity against the six business plan themes is set out in the table above and remains unchanged in each case compared with my previous report to the Board. 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

Theme 1 (more seamless journeys)

As part of this business plan theme, we committed to assess the quality of interchange between modes at key London public transport hubs and to identify priority locations for improvement. We decided at this stage to focus on three locations to keep the project manageable, given other priorities for the team. The chosen locations were Waterloo, Paddington and Stratford.

Attached to this paper is a note explaining our approach, a summary of the key findings and proposed next steps. The next steps involve engagement with industry players, which we can take forward through business as usual activity: depending on their responses, we can escalate if necessary through our communications work. The exercise has also been a useful chance to apply the assessment process in practice, and which we can extend to other locations should we choose to do so.

Theme 4 (greater TfL ambition in building trust)

This theme embraces our work to develop recommendations for improving the perceived value for money of TfL services (one of the lowest scoring elements covered in TfL's customer care survey), alongside our continuing engagement to hold TfL to account for delivery of its customer strategy.

For our work on value for money, please see the update included in the Campaigns and advocacy report for this Board meeting.

Recent engagement with TfL on their customer strategy and approach to customer care has established the following:

- the commitment to achieving a 66% customer care survey score in 2030 remains. While TfL will continue to measure this metric, and report annually on it to its Customer, Sustainability and Operations Panel, the survey score will no longer feature as part of the in-year scorecard (see item on TfL under section 3 below). TfL are proposing to report progress on customer care as part of a new medium-term (ie four years) scorecard;
- the metrics covered as part of the customer section of TfL's in-year scorecard will focus instead, and much as before, on public transport customer satisfaction, three modal journey time targets and investment programme delivery;

- there is a roadmap with nine in-year milestones to support delivery of TfL's customer strategy. This includes, for example, finalising a business case for a customer loyalty reward scheme.

In discussion with TfL, while we recognised the logic behind a more medium-term approach to tracking the customer care survey score - it can be very difficult to establish with confidence the causal factors leading to short term changes in the score - we observed that the more transactional in-year target metrics did not hold out the prospect of noticeable service improvement (and in the case of rail is due to get slightly worse). We will continue to use our engagement with TfL to hold it to account for what it is doing under its customer strategy.

3 Stakeholder engagement

Transport for London

My two key TfL meetings during the period covered by this report took place in June: our quarterly discussion on specific aspects arising from TfL's customer strategy, and a briefing on TfL's business plan from the Director of Transport Strategy, Christina Calderato, and colleagues.

The section above on greater ambition in building trust captures the key issues from both meetings related to TfL's customer strategy. With regard to TfL's latest business plan, published in January and covering four years:

- As with the previous business plan (which only covered one year), delivery is built on five internal strategies labelled as: customer; safety and security; green; colleagues; and finance;
- Each internal strategy has its own medium-term success outcomes, such as target reduced rates of people killed and seriously injured, in the case of safety and security;
- Across the five internal strategies, there has been greater attention paid in this business plan in trying to align them closer to a "north star" in the form of delivery towards the Mayor's Transport Strategy 2041 goal of 80 per cent of journeys made by sustainable modes;
- There is an in-year scorecard (see highlights from the Transport Commissioner's report included in the Transport in London monitor paper) to track progress across the five internal strategies and which is linked to SLT remuneration <https://board.tfl.gov.uk/documents/s26149/board-20260318-item09-202627%20TfL%20Scorecard.pdf> "Customer" and "safety and security" get joint top weighting of 27.5 per cent each. Work is also in hand to develop a medium-term scorecard for those aspects which best lend themselves to it, such as customer care and delivery of TfL's major capital programme.

At the briefing, we also discussed what was meant by the reference in the business plan to TfL's interest in exploring fares innovation and loyalty and reward schemes. The offer of free travel for the first few weeks of the Bakerloop bus services and the weekend hopper promotion over the summer were highlighted as recent examples of the sort of innovation which TfL is looking to promote. There is little further detail as yet on loyalty rewards, where work is under way to understand who might benefit most. Young people, who are travelling less now than before, are among the groups of particular interest to TfL as it considers innovative ways of stimulating use of its services.

National Rail

Alex Robertson and I had one of our regular joint meetings with the Managing Director of Network Rail Southern Region, Dave Hooper. We focussed on improving passenger information during disruption as a key priority (one for Transport Focus to follow up) and the need for effective co-operation between Network Rail (GBR in due course) and, among others, Transport for London, which is one for us to follow up.

We also discussed briefly the work which is currently under way to improve operations out of London Waterloo, as well as the major timetable change for South Western Railway which is due for December 2027. Alex and I will be following up on the latter when we next meet SWR's Managing Director (our meeting with him due in July has been re-arranged for late September).

Since the last Board meeting, we have engaged with South Eastern Railway over the failure of their website to display contactless national rail fares on their and other operators' services in London and the South East: this is also a problem with other operators' websites. These fares can sometimes be substantially cheaper than paying for the same trips by other means. Helpfully, South Eastern have rectified the issue regarding fares on their services and plan to do the same for the information on their website regarding other operators. We will be pursuing the issue with the other operators as soon as we can.

My latest interactions with Network Rail and others about London Euston have started to feature more discussion about potential longer-term developments at the station. The engagement included a meeting in July with Peter Wilkinson, who is the interim CEO of the Euston Development Company, responsible for delivering not just the development of the intended HS2 terminus, but also improvements to the existing conventional station in the years before the new station is built.

Alongside shorter term improvements which are already being considered (for example, to make better use of the ticket hall space at Euston), thought is being given to extensive re-design of the existing concourse and external piazza, as well as an emerging concept design for the whole Euston campus including the HS2 terminus. Our interest is not just to be effectively engaged as plans emerge, but also to ensure that the funding for and integration with

plans for the TfL network (such as Tube and buses) is given proper priority in the proposals for redevelopment at Euston.

The Railways Bill to give legislative force to the Government's rail reform agenda has now completed its progress through the House of Commons. The Bill has moved up to the House of Lords, where it had its second reading on 7th July. Peers will now start preparing amendments, with the Committee stage expected to begin after the parliamentary summer recess. We have already approached one peer regarding our suggested amendments to ensure that London TravelWatch is a statutory consultee in key railway processes in future.

London Assembly

In March and April, Alex and I held our regular meetings with Transport Committee party leads Caroline Russell AM (Green Party and Committee Chair), Elly Baker AM (Labour), Hina Bokhari AM (Liberal Democrats) and Thomas Turrell AM (Conservative).

Topics covered included the Committee's current inquiry into autonomous vehicles, which had clearly sparked a wide range of thoughts and questions among AMs. Other topics included bridges in London, rail devolution and engagement with TfL about bus services.

4 Organisational development

The next stage of our strategy review and refresh for London TravelWatch is a special Board member discussion scheduled for the 9th July. Consideration of next steps following this and the discussion at the May meeting of the Board will be covered under a separate agenda item at the July meeting.

The formal six-week employee consultation on an updated draft staff handbook and proposed new contracts of employment concluded on 12th June. As a result of the process, we are preparing to make a small number of amendments to the drafts before re-circulating the documents a final time ahead of adoption.

As planned for in our budget for this year, I have appointed the consultants hr inspire <https://hrinspire.co.uk/> to provide us in future with our HR needs, in time replacing the support currently provided by the HR team at Transport Focus. hr inspire were one of three providers approached through a market testing exercise: their proposal was marginally the most expensive of the three but the most compelling in terms of their customer-first ethos. The contract is for 12 months, to be renewed annually; and the GLA has been kept informed about the contract award. The immediate focus is on putting in place a transition plan from our current arrangements.

5 Future Board meetings

The next regular meeting of the Board is as a members event, scheduled for Wednesday 16th September 2026 1000-1300 at London TravelWatch.

Interchanges 2026 - conclusions

Introduction

Following on from our impact in calling for a better station environment at Euston, we have carried out a small piece of work to identify where there may be a need to improve the quality of interchange at other major London public transport hubs. This project forms part of our business plan theme of more seamless journeys.

Approach

Our approach consisted of the following elements:

- A desk-based scoping exercise to establish a long-list of potential locations to investigate, based on scale. This identified hubs with a combination of high rail use (entries/exits as well as interchange trips) and high use of other public transport modes (primarily Tube, but also bus);
- Consideration of other factors, such as social media commentary, responses generated by a snap poll of our newsletter readers on their least favourite interchange (109 responses), and whether or not there are already advanced plans for substantial work at stations;
- A decision to focus at this stage on three stations to keep the project manageable, given other priorities for the team. The selected locations were:
 - Waterloo (2nd busiest by rail entry/exit trips, 7th busiest by rail interchange trips, and busiest Tube station. Two rail lines/operators, four Tube lines, sixteen daytime bus routes)
 - Paddington (3rd busiest by rail entry/exit trips, 8th busiest by rail interchange trips, and 7th busiest Tube station. Three rail lines/operators, four Tube lines)
 - Stratford (7th busiest by rail entry/exit trips, 6th busiest by rail interchange trips, 8th busiest Tube station, 2nd busiest bus station. Four rail lines/operators, two Tube lines, DLR);
- At least two site visits of c. two hours duration each per hub, carried out by different sets of team members, using a template form based on past exercises to complete their observations on seven station features such as accessibility, layout and information;
- Team members were asked to record ratings from one (unacceptable performance in all or more areas) to five (performs extremely well in all or most evaluation criteria) for each station feature, as well as for the station overall.

Summary findings

The exercise has enabled us to log specific suggestions for short- and medium-term improvements at each of the three stations visited (see appendix). The team met after the visits to review the combined set of assessments and observed the following:

- Paddington and Waterloo were rated highly overall (4.5 each) and significantly better than Stratford (3). Paddington was given the top rating for four of the seven features, compared with one in the case of Waterloo;
- While there was considerable alignment between the ratings given by the two team members who assessed Paddington and Waterloo, there was more of a spread between the ratings given by the three assessors at Stratford, possibly reflecting their differing levels of familiarity with the station;
- Improving wayfinding signage and information was identified as an area common to all three of the stations, which scored 3 or 3.5 on this feature. This was particularly important at Stratford given the layout of the station, but also for example at Paddington given the distances between different parts of the station;
- At Waterloo and Paddington, wayfinding signage throughout the stations to buses in particular was an area of weakness stations which should be addressed. At Waterloo, the street and pavement quality in the immediate surrounding areas to make it easier for people walking/wheeling to the station was seen as another area for improvement;
- All three of the stations visited presented a mixed picture in terms of accessibility to rail and Tube services. None were given the top rating for this feature, which could only be awarded if the interchange is step-free and has level access;
- Of the three stations visited, the interchange experience at Stratford suffered most from the complexity of the station layout and the quality of its facilities (particularly the toilets). While removing old structures from the more cramped platforms and widening subways were identified as possible short- to medium-term improvements, a more fundamental re-design of the station in principle feels necessary, though that is likely to be complex and expensive.

Proposed next steps

Work with Network Rail and TfL at station level to promote our findings, similar to the approach we have taken at Euston. For example, a new role of Integrated Station Lead has recently been created at Paddington, where there is also a stakeholder group which includes Transport Focus.

Engage with Network Rail and TfL jointly (Dave Hooper and Claire Mann) at a strategic level to understand and inform the industry's approach to the future development of London's main interchanges. This could include pushing for more significant improvements, for example at Stratford (a Network Rail asset, managed by TfL).

Monitor and prepare to engage on planned major redevelopment at key London interchanges. We are already anticipating the need to do this with Euston: other locations to consider include Liverpool Street, Waterloo and Clapham Junction, where proposals are at different stages of the planning process.

Appendix: key short- and medium-term suggestions for improvement for each station

Waterloo

- Improved signage:
 - o Better directions throughout and outside the station to other modes, particularly buses, taxis and bikes (including hire).
 - o Directional line markings on the floor
 - o Consider adding additional wayfinding signage in the middle of the station (large ceiling boards focused at the ends)
 - o Consider improvements to cubic ceiling signs so most important information is more visible from all sides
 - o Add walking distances where interchange is longer
- Improve street and pavement quality in the immediate surrounding areas to make it easier for people walking/wheeling to the station
- More and clearer communication about what information is available on the interactive touch screens.
- Make sure Countdown screens are installed at all station bus stops
- Include a quiet space in the new assistance lounge (due to open 2027) for those who need it

Paddington

- Use walking distance information on signs for points within and around station
- Make wayfinding signage around the station bigger
- Make greater use of floor wayfinding markers, using more visible logos/text
- Improve information on wayfinding signage especially to buses and to make directions to Circle line less confusing
- Install larger, more modern electronic departure boards
- Widen the passageways from the main concourse Tube station to the District + Circle via Victoria and Bakerloo lines, and install lifts to both District + Circle via Victoria line platforms
- Widen the footbridge across the country end of the National Rail platforms.

Stratford

- Passenger facilities: Provide more seating on platforms and (where space allows) on concourses, provide more toilets (and maintain them properly) and provide a quiet space
- Electronic and digital screens: Move towards fewer and upgraded types with bigger fonts and think more clearly about where to locate them
- Signage: Be more consistent in style for non-mode information (way out facilities), more consistent/specific use of National Rail/trains, more directional information, clearer/consistent platform number signs, have continuous signage to toilets, give more thought to how whiteboard/temporary signs are used
- Navigating the station: De-clutter busier platforms by removing old structures; repaint floor markings
- Ensure help points are checked as working fully
- Improve the visibility of staff uniforms.