

AGENDA

Meeting **Transport Committee**

Date **Thursday 2 March 2017**

Time **10.00 am**

Place **Chamber, City Hall, The Queen's
Walk, London, SE1 2AA**

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Members of the Committee

Caroline Pidgeon MBE AM (Chair)
Keith Prince AM (Deputy Chairman)
Kemi Badenoch AM
Tom Copley AM
Florence Eshalomi AM

David Kurten AM
Joanne McCartney AM
Steve O'Connell AM
Caroline Russell AM
Navin Shah AM

A meeting of the Committee has been called by the Chair of the Committee to deal with the business listed below.

Mark Roberts, Executive Director of Secretariat
Wednesday 22 February 2017

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Vishal Seegoolam, Principal Committee Manager; Telephone: 020 7983 4425; Email: vishal.seegoolam@london.gov.uk; Minicom: 020 7983 445825

For media enquiries please contact Alison Bell; Telephone: 020 7983 4228; Email: alison.bell@london.gov.uk. If you have any questions about individual items please contact the author whose details are at the end of the report.

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Certificate Number: FS 80233

**Agenda
Transport Committee
Thursday 2 March 2017**

1 Apologies for Absence and Chair's Announcements

To receive any apologies for absence and any announcements from the Chair.

2 Declarations of Interests (Pages 1 - 4)

The Committee is recommended to:

- (a) Note the offices held by Assembly Members, as set out in the table at Agenda Item 2, as disclosable pecuniary interests;**
- (b) Note the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s); and**
- (c) Note the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at Agenda Item 2) and to note any necessary action taken by the Member(s) following such declaration(s).**

3 Minutes (Pages 5 - 48)

The Committee is recommended to confirm the minutes of the meeting of the Transport Committee held on 2 February 2017 to be signed by the Chair as a correct record.

The appendices to the minutes set out on pages 9 to 48 are attached for Members and officers only but are available from the following area of the GLA's website:

www.london.gov.uk/mayor-assembly/london-assembly/transport

4 Summary List of Actions (Pages 49 - 66)

Report of the Executive Director of Secretariat

Contact Vishal Seegoolam, vishal.seegoolam@london.gov.uk, 020 7983 4425

The Committee is recommended to note the completed and outstanding actions arising from previous meetings of the Committee.

5 Commissioner of Transport (Pages 67 - 68)

Report of the Executive Director of Secretariat
Contact: Richard Berry, scrutiny@london.gov.uk, 020 7983 4000

The Committee is recommended to note the report, put questions to the Commissioner of Transport and note the discussion.

6 London TravelWatch Performance Monitoring Report (Pages 69 - 78)

Report of the Executive Director of Secretariat
Contact Mark Roberts, mark.roberts@london.gov.uk, 020 7983 4428

The Committee is recommended to:

- (a) Note the financial outturn position of London TravelWatch as at 30 September 2016; and**
- (b) Note the performance against the agreed objectives of London TravelWatch.**

7 Rail Passengers Redress Scheme (Pages 79 - 84)

Report of the Executive Director of Secretariat
Contact Mark Roberts, mark.roberts@london.gov.uk, 020 7983 4428

The Committee is recommended to :

- (a) Agree in principle to TravelWatch being involved in a proposed Rail Passengers Redress Scheme, subject to there being no negative impact on the current work of London TravelWatch and all additional costs being met in full by the rail industry; and**
- (b) Agree that authority for formal consent to London TravelWatch entering into arrangement for a Rail Passengers Redress Scheme be delegated to the Chair in consultation with party Group Leads, when the final arrangements are known and confirmation that satisfactory safeguards have been put in place with regards to the current responsibilities and funding arrangements.**

8 London TravelWatch Correspondence (Pages 85 - 90)

Report of the Executive Director of Secretariat
Contact: Richard Berry, scrutiny@london.gov.uk, 020 7983 4000

The Committee is recommended to note the correspondence with London TravelWatch regarding the organisation's office accommodation.

9 London TravelWatch Board Chair Recruitment (Pages 91 - 100)

Report of the Executive Director of Secretariat
Contact Mark Roberts, mark.roberts@london.gov.uk, 020 7983 4428

The Committee is recommended to delegate authority to the Chair, in consultation with the Deputy Chair and Party Group Lead Members, to agree any necessary decisions in regard to the recruitment of the Chair of the London TravelWatch Board.

10 Transport Committee Work Programme (Pages 101 - 106)

Report of the Executive Director of Secretariat
Contact: Richard Berry, scrutiny@london.gov.uk, 020 7983 4000

The Committee is recommended to:

- (a) Agree its work programme for the remainder of the 2016/17 Assembly year, including the schedule of topics for forthcoming meetings set out in paragraph 4.10 of the report; and**
- (b) Note the letter from the Department of Transport on surface access to Heathrow Airport, attached at Appendix 1 to the report.**

11 Date of Next Meeting

The next meeting of the Committee is scheduled for Wednesday 19 April 2017 at 2pm in the Chamber.

12 Any Other Business the Chair Considers Urgent

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Subject: Declarations of Interests

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 2 March 2017

This report will be considered in public

1. Summary

- 1.1 This report sets out details of offices held by Assembly Members for noting as disclosable pecuniary interests and requires additional relevant declarations relating to disclosable pecuniary interests, and gifts and hospitality to be made.

2. Recommendations

- 2.1 **That the list of offices held by Assembly Members, as set out in the table below, be noted as disclosable pecuniary interests¹;**
- 2.2 **That the declaration by any Member(s) of any disclosable pecuniary interests in specific items listed on the agenda and the necessary action taken by the Member(s) regarding withdrawal following such declaration(s) be noted; and**
- 2.3 **That the declaration by any Member(s) of any other interests deemed to be relevant (including any interests arising from gifts and hospitality received which are not at the time of the meeting reflected on the Authority's register of gifts and hospitality, and noting also the advice from the GLA's Monitoring Officer set out at below) and any necessary action taken by the Member(s) following such declaration(s) be noted.**

3. Issues for Consideration

- 3.1 Relevant offices held by Assembly Members are listed in the table overleaf:

¹ The Monitoring Officer advises that: Paragraph 10 of the Code of Conduct will only preclude a Member from participating in any matter to be considered or being considered at, for example, a meeting of the Assembly, where the Member has a direct Disclosable Pecuniary Interest in that particular matter. The effect of this is that the 'matter to be considered, or being considered' must be about the Member's interest. So, by way of example, if an Assembly Member is also a councillor of London Borough X, that Assembly Member will be precluded from participating in an Assembly meeting where the Assembly is to consider a matter about the Member's role / employment as a councillor of London Borough X; the Member will not be precluded from participating in a meeting where the Assembly is to consider a matter about an activity or decision of London Borough X.

Member	Interest
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Member, LFEPA; Member, LB Bexley
Kemi Badenoch AM	
Shaun Bailey AM	
Sian Berry AM	Member, LB Camden
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Leonie Cooper AM	Member, LFEPA; Member, LB Wandsworth
Tom Copley AM	
Unmesh Desai AM	Member, LB Newham
Tony Devenish AM	Member, City of Westminster
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Florence Eshalomi AM	Member, LFEPA; Member, LB Lambeth
Nicky Gavron AM	
David Kurten AM	Member, LFEPA
Joanne McCartney AM	Deputy Mayor
Steve O'Connell AM	Member, LB Croydon
Caroline Pidgeon MBE AM	
Keith Prince AM	Member, LB Redbridge
Caroline Russell AM	Member, LFEPA; Member, LB Islington
Dr Onkar Sahota AM	
Navin Shah AM	
Fiona Twycross AM	Chair, LFEPA; Chair of the London Local Resilience Forum
Peter Whittle AM	

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority. The appointments to LFEPA reflected above take effect as from 17 June 2016.]

3.2 Paragraph 10 of the GLA's Code of Conduct, which reflects the relevant provisions of the Localism Act 2011, provides that:

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and
- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

- they have obtained a dispensation from the GLA's Monitoring Officer (in accordance with section 2 of the Procedure for registration and declarations of interests, gifts and hospitality – Appendix 5 to the Code).

3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.

- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:
<http://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

- 4.1 The legal implications are as set out in the body of this report.

5. Financial Implications

- 5.1 There are no financial implications arising directly from this report.

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
Contact Officer:	Vishal Seegoolam, Principal Committee Manager
Telephone:	020 7983 4425
E-mail:	vishal.seegoolam@london.gov.uk

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MINUTES

Meeting: Transport Committee

Date: Thursday 2 February 2017

Time: 10.00 am

Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at:

www.london.gov.uk/mayor-assembly/london-assembly/transport

Present:

Caroline Pidgeon MBE AM (Chair)
Keith Prince AM (Deputy Chairman)
Tom Copley AM
Florence Eshalomi AM
David Kurten AM
Joanne McCartney AM
Steve O'Connell AM
Caroline Russell AM
Navin Shah AM
Shaun Bailey AM (substitute for Kemi Badenoch AM)

1 Apologies for Absence and Chair's Announcements (Item 1)

1.1 An apology for absence was received from Kemi Badenoch AM, for whom Shaun Bailey AM attended as a substitute Member.

2 Declarations of Interests (Item 2)

2.1 **Resolved:**

That the list of offices held by Assembly Members, as set out in the table at Agenda Item 2, be noted as disclosable pecuniary interests.

3 Minutes (Item 3)

3.1 Resolved:

That the minutes of the meeting of the Transport Committee held on 11 January 2017 be signed by the Chair as a correct record.

4 Summary List of Actions (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat.

4.2 Resolved:

That the completed and outstanding actions arising from previous meetings of the Committee be noted.

5 Action Taken Under Delegated Authority (Item 5)

5.1 The Committee received the report of the Executive Director of Secretariat.

5.2 Resolved:

That the action taken by the Chair under delegated authority be noted, namely to agree a letter to the Department for Transport about surface transport access to Heathrow Airport.

6 Bus Safety (Item 6)

6.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions on Bus Safety to the following invited guests:

- Gareth Powell, Director of Transport for London (TfL) Strategy and Contracted Services;
- Jane Lupson, Bus Collision Reduction Programme Manager;
- Wayne King, Regional Co-ordinating Officer, Unite;
- Chris Langer, Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System (CIRAS);
- Tony Wilson, Managing Director, London & Surrey, Abellio; and
- Sarah Hope, Victim's Support Consultant for TfL and founder of the Sarah Hope Line

and Elizabeth's Legacy of Hope.

- 6.2 A transcript of the discussion on Bus Safety is attached at **Appendix 1**.
- 6.3 During the course of the discussion, the Chair welcomed to the public gallery pupils and staff from Mowlem Primary School and Marion Richardson Primary School, both from Tower Hamlets.
- 6.4 During the course of the discussion, the Committee requested the following further information in writing:
- Details of the Sarah Hope line's core staffing and an explanation of its funding from TfL;
 - The conclusions from the review into the Notification and Investigation of Major Incidents (NIMI) process from TfL;
 - The consideration of whether TfL would involve CIRAS at their Health and Safety Committee meetings;
 - A timeline of the bus safety technology TfL will be rolling out up to and including the introduction of iBus 2;
 - A list of locations of all the floating bus stops, and feedback from bus operators on their success or any safety issues from TfL;
 - Details of the budget for road safety included in the Healthy Streets portfolio from TfL; and
 - Details of whether Abellio would provide health and safety representatives and union colleagues access to Notification and Investigation of Major Incidents (NIMI) reports and share investigation data with them.

6.5 **Resolved:**

That the report and discussion be noted.

7 Traffic Congestion (Item 7)

7.1 The Committee received the report of the Executive Director of Secretariat.

7.2 **Resolved:**

That the Committee notes its report, *London Stalling, Reducing Traffic Congestion in London*, as agreed by the Chair under delegated authority in consultation with party Group Lead Members.

8 Transport Committee Work Programme (Item 8)

7.1 The Committee received the report of the Executive Director of Secretariat.

7.2 Resolved:

- (a) That the work programme for 2016/17 be noted;**
- (b) That the proposal to hold an additional meeting of the Transport Committee on Wednesday 19 April 2017, to hold a discussion with the Mayor's new Cycling and Walking Commissioner, be supported;**
- (c) That site visits to the Dearman technology Centre and the High Speed One Service at St. Pancras Station, as include at appendices 1 and 2 to the report, be noted.**

9 Date of Next Meeting (Item 9)

9.1 The next meeting of the Committee was scheduled for Thursday 2 March 2017 at 10.00am, in the Chamber, City Hall.

10 Any Other Business the Chair Considers Urgent (Item 10)

10.1 There was no other business.

11 Close of Meeting

11.1 The meeting ended at 12.17pm.

Chair

Date

Contact Officer: Vishal Seegoolam, Principal Committee Manager; Telephone: 020 7983 4425;
Email: vishal.seegoolam@london.gov.uk; Minicom: 020 7983 4458

Transport Committee – 2 February 2017**Transcript of Agenda Item 6 – Bus Safety**

Caroline Pidgeon MBE AM (Chair): Let us move then on to our main item today, which is on bus safety. I should just say that we have a hearing this morning and we are then going to be following this up with a series of roundtables. We have a roundtable with bus drivers and their representatives and with bus operators. Then also we have a meeting with bus safety campaigner Tom Kearney to really make sure that we collect a lot of evidence on this to feed into our work.

I welcome our panel of guests before us this morning. To start off, we have Sarah Hope here, who is a Victim Support Consultant for TfL and the founder of the Sarah Hope Line and Elizabeth's Legacy of Hope. Welcome and thank you for coming along today. We have Wayne King, who is the Regional Co-ordinating Officer for Unite. Thank you for coming. We have Jane Lupson, who is the Bus Collision Reduction Programme Manager at TfL. Welcome, Jane. It is your first time before us. Gareth Powell, who was here last month, is Director of TfL's Strategy and Contracted Services. Welcome. Chris Langer is here today from the Confidential Incident Reporting and Analysis System (CIRAS) and Chris is the Scheme Intelligence Manager. We look forward to your contribution later. Then Tony Wilson is Managing Director for London and Surrey for the Abellio bus company. Thank you all very much indeed for coming along today.

Gareth, could we just ask you to start off with since we have this hearing today looking at bus safety? We are told that 423 of the new Routemasters have a fault with their back doors and are having to have work done to correct that fault. There is a Driver and Vehicle Standards Agency (DVSA) notice that has been issued.

Could you update us on that safety issue and whether the buses have to be immediately taken out of service or how this safety issue can be resolved?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Thank you, Caroline. Good morning. There was an incident in November of last year [2016], one incident, when a driver pressed the "door close" button repeatedly - many, many times - and, in that circumstance, the system attempted to open the doors briefly to recycle itself. The bus was travelling at below five miles an hour. If the bus had been travelling above five miles an hour, it would not have been possible in any sense. When the door opened, a halt brake was applied, which is standard procedure, and the bus came to a quite sudden halt, which resulted in a minor injury to a passenger. Because of the minor injury, the bus operator reported it - as it does through its normal processes - through to the DVSA and the advice was issued.

What actually is the underlining cause is that, within the software, the software tries to reset itself if there are these multiple "door close" button presses. It is a relatively simple modification by the manufacturer to update the software on the buses so that then is not possible. That has been done now on over half of the buses that are in service and the programme is ongoing as we speak to update them across the entire fleet.

It is not a situation that has happened before on the new Routemasters. It is not a very likely situation, either, because it is just a repeated pressing and, of course, all drivers have been reminded not to do that. We do not

really know the circumstances or why that was felt necessary at the time. However, as I said, the modifications are in train and will be completed in a matter of weeks.

Caroline Pidgeon MBE AM (Chair): Could you just explain? A driver, whilst driving, was non-stop pressing the “door close” button?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): So we understand. That was in the incident reported to the DVSA.

Caroline Pidgeon MBE AM (Chair): All right. That was slightly unusual --

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Very unusual. It is the first --

Caroline Pidgeon MBE AM (Chair): -- and it was because of that that the doors tried to reset themselves and therefore they opened whilst --

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Slightly. That then applied the halt brake, which could only happen anyway below five miles an hour. It is an unusual set of circumstances. It is reported as a recall but actually it is a standard notice process to the manufacturer. The manufacturer has produced a fix to this isolated incident and that fix is being rolled out as we speak. Over half of the buses are now updated.

Caroline Pidgeon MBE AM (Chair): We had 423 and so you are saying that over 212 have been fixed?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes.

Caroline Pidgeon MBE AM (Chair): They do not have to go back to Northern Ireland, I presume?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): No.

Caroline Pidgeon MBE AM (Chair): They can fix them in the garages here?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes, it is an update of the software and so, yes, they --

Caroline Pidgeon MBE AM (Chair): It is an update of the software?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is, yes.

Caroline Pidgeon MBE AM (Chair): When do you anticipate the other 200 being fixed?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is an ongoing process at the moment and we are just talking to the manufacturer about exactly when it is going to complete the last few, but we think that it will over the next few weeks. It is a rapid process.

Caroline Pidgeon MBE AM (Chair): They do not have to come out of service in the meantime?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): No.

Caroline Pidgeon MBE AM (Chair): Florence, did you want to pick up anything on this?

Florence Eshalomi AM: I do not know if you had asked about the cost associated with that?

Caroline Pidgeon MBE AM (Chair): No.

Florence Eshalomi AM: What will the cost be to TfL? My understanding is that these buses were purchased by TfL instead of by the operators, again highlighting quite how expensive these buses are. What cost will that be to TfL?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): There is no cost to TfL. This is all being done by the manufacturer as part of its processes.

Florence Eshalomi AM: OK.

Caroline Pidgeon MBE AM (Chair): Anything else you want to ask, Florence?

Florence Eshalomi AM: No, that is all.

Caroline Pidgeon MBE AM (Chair): Thank you for that. We just wanted to make sure that that was on record. I want to pick up then the first area of questions, which is looking at the Bus Safety Programme and so maybe we can direct this to TfL to start off with. We know that there were 4,297 injuries from quarter 1 to quarter 3 in 2015/16 compared to 4,196 over the same period the year before and so we have seen a 2.5% increase.

You launched in February 2016 your Bus Safety Programme. What has that programme achieved since it launched a year ago? Is that for Jane [Lupson]?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): If I may just start, Chair, then Jane will pick up. Before we start, can I just say that safety is our top priority? We have said that many times in different hearings publically. Of course, any injury on the bus network is one injury too many and we take that very seriously. It is a responsibility of TfL and it is a responsibility of the operators, the drivers and all who work in the bus industry in London to address this issue. It is the subject of a very considerable amount of focus.

The bus safety initiative that you referred to is part of that overall process. It is by no means everything that is happening and I hope today we will be able to have a full discussion on all the initiatives that we are doing. We very much welcome this discussion and the roundtables that the Committee is going to have. In this area, as in many areas, the more information, the more suggestions and the more discussion that is had about these issues, the better we are all able to address, move forward and make modifications and changes to the things that we do to make the overall system safer. We very much welcome this and we welcome the opportunity to talk to you about what we are doing and to receive feedback and to get suggestions from Committee Members and others to be able to do so.

The Bus Safety Programme itself - which, as you said, was launched last February - specifically aims to continue to drive down the number of people killed or seriously injured (KSIs) on the bus network and reduce the number of injuries on the bus itself. Of course, we must consider both aspects of bus safety: the injuries that are caused when there is a collision with a bus and the injuries that occur to passengers on the bus as they

are travelling. In many cases, the two relate to one another because evasive action taken by a driver may result in something like sharp braking, which may indeed result in some form of injury to a bus passenger. The whole subject, in our view, needs to be taken in the round. We very much welcome this discussion that we are able to have today, the subsequent roundtables and your report that we will come to. Jane, did you want to --

Caroline Pidgeon MBE AM (Chair): What has the programme achieved since it launched?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): In February [2016], we made a public statement about a number of different things that we were hoping to deliver both in the past year and going forward.

Some of the highlights have been CIRAS, which we will probably talk about in more detail later. That was launched in January [2016], just before the programme itself, and all bus operators are now signed up to that.

In March, we launched the incident support service, the Sarah Hope Line. Again, we will probably talk about that in more detail a bit later on.

In July, we had our London bus awards and, for the first time, there was a Safety Champion category, which was very well received. We had a lot of applications for that.

We focused very much over the summer on our data. We are very keen that the start of this process really needed to be about making more data publically available and ensuring that there is transparency across everything we do. This included both STATS19 and a ten-year trend paper, and also making the Incident Reporting and Information System (IRIS) data, which we publish every quarter, more accessible to the general public. We produced some dashboards to reflect that. Also on transparency, we have now published the summary findings of our collision investigations online, obviously once police investigations and Coroner reports have been completed. There is only a certain amount of information we can share at certain points.

We kicked off a big piece of work looking at the police collision investigation files to really do a deep dive into what the causes of fatalities have been and what the countermeasures would be to prevent those kinds of collisions happening in the future. That has been a key part of starting the work towards the development of the Bus Safety Standard, which is around making changes to the vehicle in terms of technology and also in terms of its physical design. Through that process, we have had suggestions not only about what we could fit to the buses that would improve safety, but also about the human factors: what we could do with drivers, what we could do with other road users and also what we can do with the road environment. It is important that we cover all of those in the round.

Finally, on the Bus Safety Standard, once that countermeasures list had been brought together in the research, we had a workshop with manufacturers and bus operators to discuss the feasibility of those countermeasures because, of course, we have to primarily consider their effectiveness for safety and also their cost and how they might interact or maybe have an adverse effect on each other if we start fitting lots of things to the buses. That is the start of that process. It is really important that we take the bus operators and the manufacturers with us on that journey.

Caroline Pidgeon MBE AM (Chair): We will get into the detail of some of these things as we go through, but what do you plans do you have on how you report how you are delivering against some of the objectives and some of the targets, maybe, you are setting in this area?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): As you know, TfL produces an annual safety report and the Bus Safety Programme will very much be part of that. We also report to the Safety, Sustainability & Human Resources Panel, which is a subset of the TfL Board. I produce a paper for that every session.

Caroline Pidgeon MBE AM (Chair): That is publically available, is it not, and so we can look at that?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is, yes.

Caroline Pidgeon MBE AM (Chair): What about funding for the programme? Is that secured in the business plan?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): It is, yes. We have £32.5 million secured in the business plan and that is over the next five years. The majority of that is the development of the Bus Safety Standard and then the first three-and-a-half or four years of the rollout to the new bus fleet.

It is probably worth also highlighting the fact that in the business plan we have £2.1 billion for the Healthy Streets initiative, and road safety is rolled up into that as well.

Caroline Pidgeon MBE AM (Chair): Yes. Lovely. Who at TfL has overall responsibility for bus safety?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): I do.

Caroline Pidgeon MBE AM (Chair): Thank you very much. Let us move on to monitoring the buses. Keith?

Keith Prince AM (Deputy Chairman): Thank you. I suppose I will start with Gareth. The Chair touched on targets. Do you have targets to reduce --

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is a very difficult area. I will start by reiterating that every injury, every casualty and every accident is one too many. The Mayor has set out his Vision Zero, which is to have a long-term aspiration and a long-term target of zero collisions and accidents on the road network. We work very much with that in mind.

Targets are not currently set by the TfL Board specifically for bus - or indeed for road - safety but they are being developed now and we are having discussions with the panel of the TfL Board, as Jane [Lupson] outlined. The bus safety targets will be developed in the same way and will be part of the overall road safety targets that will be published in due course.

Keith Prince AM (Deputy Chairman): When can we expect to see some targets, then?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): This year.

Keith Prince AM (Deputy Chairman): This year. Mid? Late?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): That will depend on the process with the TfL Board, but it is being developed now and so I would anticipate progress over the next few months.

Keith Prince AM (Deputy Chairman): A few months. Thank you. There is some trend analysis called STATS19 and it is showing that over a ten-year period there was a falling trend, but do we think that that is reliable?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): That is the national database used by the police for all of these sorts of incidents and, clearly, it is a primary source of data for us. As to its reliability or integrity, that is really a matter for the police, who collect and maintain that data. We use it very actively.

We have been working with the police in London to improve its timeliness. They are moving towards a system where police officers are able to record in real time through handheld devices the nature of incidents, which will improve the speed and, we believe, also support the quality of what is recorded. One of the frustrations in the past has been the time lag between the incident occurring and then the data being available. This process that the police are doing - and we are working very closely with them - will speed that up.

What we want to be able to do is to bring together and publish the data from our own sources - from the IRIS database we have that the operators complete for us - on all incidents and the data that is coming from the STATS19 process that the police collect on the incidents they are involved in. We want to be able to publish that within a month, ideally. We would like to do it in real time, actually, but the aspiration here is to get it within a month. We think we should be able to do that by about May of this year.

It is really important for us to get these data sources together, to make sure that we can interrogate them properly and that they can be available in a timely fashion and made public. We believe that the more information on this subject that is available to everybody, the faster progress can be made by all concerned.

Keith Prince AM (Deputy Chairman): You think it is going to be April time, then?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): We are targeting May of this year. Clearly --

Keith Prince AM (Deputy Chairman): Yes, I am saying the target it is May but, if you deliver in April, that is desirable.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): We will do it as soon as we can, as soon as it is available and as soon as we can put these things together. As I said, if we could do it in real time or if we could do it the next day, we certainly would. It would be great.

Keith Prince AM (Deputy Chairman): Thank you.

Caroline Pidgeon MBE AM (Chair): Let us get into some of the other areas now and bring in some of the other guests. Navin, you are going to look at incident investigations?

Navin Shah AM: Thank you, Chair. I have a few questions for TfL colleagues and then if other panel members would like to come in and respond. The opening question is: how is TfL making incident investigations more rigorous and transparent? Jane?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): Just so that everyone is aware of how the incident investigation process works --

Navin Shah AM: Yes, sure.

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): -- all incidents are reported to TfL by the operators via the IRIS system and that is regardless of whether an injury has taken place. It also includes damage only.

For those incidents that have been the most serious, when someone has been killed or seriously injured, the operators also have to provide us with a full collision investigation report, known as the Notification and Investigation of Major Incidents (NIMI) process. That is a TfL-mandated process whereby we specify what the information is that we need to know from the operator. That process is currently under review because at the moment we sometimes have a difference in the amount of information that is provided to us. It varies from operator to operator and we want to ensure that we are getting the full amount of data from all of the operators across the piece.

Navin Shah AM: And there is consistency about it?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): Yes.

Navin Shah AM: Can you let us know, whatever tweaking is taking place, as to how you are improving this process?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): Sorry, can you repeat the question?

Navin Shah AM: Can you let us know when the process is refined and reviewed?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): When we plan to finish it? Yes.

Navin Shah AM: Any comments from any other guests?

Tony Wilson (Managing Director - London & Surrey, Abellio): I guess it is really the operators that provide the source data. TfL can police the system, if you like, and try to improve consistency across the network, but each of the individual operators is the source of the incident.

Our investigations will include, depending on severity, everything from the driver's statement and witness statements to closed-circuit television (CCTV) evidence, which we use comprehensively now. As a single source of data, that is probably the best thing we have.

Again, depending on the severity, we go out and visit locations. We look at road layouts. We look at lines of sight. We are getting far more in-depth now. We look at whether hedges are obscuring the lines of sight for drivers and the positioning of bus stops. We were talking the other day with Jane [Lupson] about how perhaps we need to get a bit more critical about where we position bus stops and where a bus has to go next. There are many occasions when a bus has to go from the inside lane of a three-carriageway or two-carriageway junction to get right over the other side when all of the traffic is trying to go past it. We are starting to get far more in-depth about root causes. That is the vehicle base and the road layout.

Then, of course, we are also looking at the behaviour of drivers. The same as just about every other operator I have ever come across, we are looking at driver behaviour in terms of incident prevention. What are the simple things that a driver can do to reduce either the chance of having an incident in the first place or the severity of that incident?

There is a whole host of different things. We use independent assessors to go out and look at them in far more detail if there is a major incident in particular.

As an operating fraternity - and I cannot speak for other people but I do get to talk to them - the whole fraternity is now far more geared up and far more focused on road traffic incidents. I have been in the business for 40 years this year. In the past, health and safety was all about what was done in depots. Whilst important, that ignored the fact that we hurt, injure and potentially kill far more people out on the road than we ever did in depots. The depots are now safe, but we have to look outside to where the real damage is being done and where the cost comes as well. It is a very real business impact, as well as the moral issues about not wanting to hurt, injure or kill people.

Navin Shah AM: Serious incidents go on to TfL for investigation, etc. My question was about how TfL ensures that all incidents are properly managed, reported and investigated?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Every serious incident I personally review. We have a review process with an internal group that goes through all of those each period, when we can.

What we do with those is we check that the investigation has been done as thoroughly as we think. We look to the things that TfL can do to assist: if it is possible to review the highway and so on, if it is a bus stop that is a contributory factor, if there is an engineering issue across different types of buses. We bring our people that we can to look at the particular incident. We take the operator's report and we have a dialogue with the operator.

Then, if there are any lessons to be learned from that incident that we think can be applied more widely, they are shared across all of the operators. We have regular meetings specifically focusing on safety and safety incidents between TfL and the operators.

Navin Shah AM: I will bring in Wayne [King] in a minute. I have a couple of questions following on from that as well.

Whilst we are on the TfL response, currently you investigate and take on board serious incidents, but do you think there is benefit also in TfL taking responsibility for more minor and other regular incidents? Any incident is something that can be avoided or has implications. Do you think there is mileage in you taking on board the minor incidents as well for investigations?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes, absolutely. Every incident - minor or major or, indeed, near misses in many cases - is reported through the systems by the operators to us. We look for trend analysis on all of those.

It is really important that we look for precursors as well as the incidents themselves. We have an independent driver quality monitoring process, for example, that is run for us by an independent company that we use. We do annual safety audits with the operators to look at the safety processes of any individual operator and whether there are things that can be shared across the operators.

You are absolutely right. This is not just about serious incidents. This is about the whole system of safety and the whole culture across our industry being able to focus on reducing the likelihood of these situations occurring.

Navin Shah AM: Wayne, whilst you probably want to respond to what has been said, may I also ask you if you would like to comment on whether bus drivers generally are comfortable with the process of incident reporting?

Wayne King (Regional Co-ordinating Officer, Unite): There is a limited involvement of members and trade union representatives after an accident or an incident. I am not aware of any of our elected representatives being given reports or the final reports of the incidents passed to TfL. It seems to go to a certain level and then stop. Our members are the ones who are going to be intrinsically involved in this, but I am not aware that we are informed and our local representatives are not informed of what the outcomes are.

There is a general perception, whether it is true or not, that there is a blame culture that exists when investigations are carried out. As soon as there is a likelihood that a driver can be blamed, the investigation will cease and that then makes the end of it, "Everything is fine". There do not seem to be any discussions around fatigue, stress or the welfare of the driver. It is, "This is what happened. This is what it is", and then that is the end of it. Whether it is true or not, that is the general perception. If we are talking about changing cultures, one of the cultures we have to change is the perception of drivers and not everything is really always going to be the driver's fault.

As the trade union that has the vast majority of membership across London buses at all levels, we think that much better relationships can be built around involving us more in safety investigations and accident investigations.

Navin Shah AM: Can I have a response from TfL colleagues? Having heard about the real or perceived blame culture that Wayne [King] has suggested, are you doing anything about this? How can you overcome this? It is a serious concern and we really do need to come to grips with this.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Maybe I will just say that there is no intention to have a blame culture because a blame culture, in my view, does not move us all forward as quickly as we can. It is also the case that every incident we see is not the fault of the driver. In fact, many cases, from the incident reports that I have reviewed, are not the fault of the drivers and drivers have taken some very good - and, indeed, in some cases very courageous - avoidance actions themselves.

In general, from a TfL perspective, we do not encourage that. Actually, what we want is a collaborative culture that is able to look in the round at how we can improve the situation. Tony, I do not know if you want to comment.

Tony Wilson (Managing Director - London & Surrey, Abellio): Yes, again, speaking for the operating fraternity as a whole, from the experience in my company, I hear what Wayne [King] says and there may be a perception of blaming drivers. What we seek to try to establish is whether the incident was avoidable or unavoidable. In that context, we are looking at bus drivers as professional drivers and we so have a higher standard. We expect them to drive in a more defensive manner and in a more predictive manner.

Within that process, we clearly are seeking to be fair and the ultimate arbiter will be any disciplinary process that eventually happens. Unite will represent that person and they will have all the reports, but I do take on

board the feedback scenario. One of the principles of health and safety management is that representatives of the workforce are in the mix, if you like.

You are quite right that we should be giving our health and safety representatives and our union colleagues access to those NIMI reports. I have written that down. That is easily done. Equally, I am quite happy to share all of the incident investigation data with them. There is nothing secret about it. It does establish or seeks to establish avoidability or unavoidable, root causes and what can be done to improve the scenario for all of us. I am quite happy to share it in my company and I cannot imagine for one minute that my colleagues in other companies would do anything different.

Picking up on what we were talking about and how the mechanism works, we also have a safety forum with TfL where all the operators sit with TfL to discuss these common issues and what we can take forward in terms of best practice, accident reduction, incident reduction and preventative measures. It is a closed loop in that respect and, as I said earlier, the impetus from the whole organisation is to reduce the damage we do out--

Navin Shah AM: Do you have any trade union representation on your safety --

Tony Wilson (Managing Director - London & Surrey, Abellio): Yes, that is a fundamental part of the safety culture. In each depot, there is a safety committee that very much includes the union representatives.

Navin Shah AM: Thank you. Chair, one last question. I believe that TfL has given a commitment to publish the outcomes of all fatal collision investigations annually as of this year. When is that going to happen and in what form?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): That has already happened back in November [2016] and it is on our website.

Navin Shah AM: That is an annual process?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): Yes.

Navin Shah AM: Thank you.

Caroline Pidgeon MBE AM (Chair): I do not know if Chris wanted to come in about drivers from CIRAS's point of view and whether you have picked up anything about incident report. Then Sarah [Hope] had wanted to come in.

Chris Langer (Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System): One of the main things to point out is that we are not about incident reporting as such. What we tend to have coming through the system are reports when there is a perception that longstanding safety issues have not been addressed on the ground. That is why people are approaching CIRAS: to see if we can facilitate the resolution of what is in fact a longstanding unaddressed safety issue. If there is a perception that people are unhappy with the internal response they have received from their operators, they are coming to us to try to see if we can facilitate some further resolution.

Caroline Pidgeon MBE AM (Chair): Lovely. Sarah, you had indicated to come in?

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): Yes. My incident happened in 2007 and I will tell you more about it later, but

I started talking to senior people at TfL in February 2014. It is very interesting that we are talking about driver behaviour here and the perception of blame that you have been talking about and that maybe bus drivers seem to think that they might automatically be blamed for something, even though maybe it was not their fault.

I am afraid I do believe that TfL staff need to respect bus drivers more. They need to listen to them. You talked about the bus driver who continually pressed the button to open the door. What was he doing? It is really important that you find out. Why was he doing that? The bus driver who damaged my family and changed our lives forever did that in a fit of road-rage. Was that bus driver having a fit of road-rage? It is really important to find out. It is very important to find out why because you do not want that happening again.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Absolutely.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): Thank goodness that person had only a minor injury. It could have been much worse.

What I am going to say to you might sound like small fry to you, but it is something that I remember from one of my first meetings with a TfL Surface [Transport] manager. He was discussing about how a bus driver's life - let us face it - is a very sedentary life. They are sitting down all day. They are not getting any exercise. I was told that a lot of them are very overweight. I do not know how long their breaks are. How long are their breaks? What do they --

Tony Wilson (Managing Director - London & Surrey, Abellio): A minimum of 40 minutes. That would be pretty typical across the country. The legal minimum is 30 minutes.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): All right, but the bus drivers have 40 minutes between shifts and they --

Tony Wilson (Managing Director - London & Surrey, Abellio): In most companies in London, certainly in ours.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): I just need to know. They go back to their depots?

Tony Wilson (Managing Director - London & Surrey, Abellio): No, they do not.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): What do they do in those --

Tony Wilson (Managing Director - London & Surrey, Abellio): They will be released at various different places around the network.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): They can just go off and do what they like?

Tony Wilson (Managing Director - London & Surrey, Abellio): The time is theirs, yes. That is the principle of it.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): How about TfL really looks after those bus drivers when they are having their 40 minutes' break and that they eat really healthily, food that helps them feel good? I did suggest this a while ago and I never heard anything back. How about a gym or somewhere they can get some exercise?

It has been proved that if they increase their serotonin levels, they may be calmer in their minds. You do not want drivers driving and feeling that they have not eaten properly and are not being looked after. I really believe that it is very important. Exercise is vital for our serotonin levels. It was a bus driver having road-rage who killed our family and who killed my mother. I hope that TfL might really think about what those bus drivers do in their 40-minute break so that they get behind the wheel of the bus feeling calm.

Caroline Pidgeon MBE AM (Chair): A package of care around bus drivers?

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): A package of care around bus drivers because I do not sense from all my talks with TfL that there is a great deal of respect for the bus drivers. Maybe you need to build up that respect --

Caroline Pidgeon MBE AM (Chair): That is a really helpful point, Sarah, yes.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): -- because bus drivers need to be calm behind the wheel of the bus. How many times have you gone out onto the road and somebody is honking at you angrily? Do that behind the wheel of a bus. It is really dangerous.

Caroline Pidgeon MBE AM (Chair): Absolutely. It is a tough job being a driver, particularly on the streets at the moment.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): It is a very tough job. The stress is phenomenal.

Caroline Pidgeon MBE AM (Chair): Thank you for that. Wayne and Chris [Langer] wanted to respond to that and then we will move on to our next area. Wayne, do you want to --

Wayne King (Regional Co-ordinating Officer, Unite): Yes. I agree with the vast majority of what has been said. There is not a great deal of compassion and respect towards London bus drivers from - to be completely honest - TfL, the operators and the general public.

It is an unbelievably stressful and demanding job. The hours are relentless with early starts and late finishes. Scheduling is a continual problem across all of London. Although the ideal is that there are 40-minute breaks, that is not always possible with traffic delays and the pressures placed on operators to run the services. Otherwise, they get fined if they do not run the service properly and they get penalties for lost mileage. You end up in a continual cycle of pressure and it all ends up in one place, which is with the driver. It is stressful.

Yes, there should be more care. We have just been discussing with TfL and the operators getting a mental health bus that will travel around all of the garages and help with healthy lifestyles, work-life balance, dietary stuff and things like that.

Again, it is a culture change. There is a problem around scheduling, breaks and rests. I cannot see it changing too soon, to be honest.

Caroline Pidgeon MBE AM (Chair): That was helpful, though, and it sounds like something is in progress. That is something we will pick up.

Tom Copley AM: Can I just ask how many breaks per shift? It is a 40-minute --

Caroline Pidgeon MBE AM (Chair): Yes. Tony, just explain how a driver's shifts --

Tony Wilson (Managing Director - London & Surrey, Abellio): Generally, only one.

Tom Copley AM: One. How long would a shift be?

Tony Wilson (Managing Director - London & Surrey, Abellio): Legally, it can be up to 16 hours, but I do not think there are many people in London operating like that.

Caroline Pidgeon MBE AM (Chair): What would a normal driver on an Abellio route drive?

Tony Wilson (Managing Director - London & Surrey, Abellio): The average week is about 42 hours, plus meal relief, and so you are doing a nine-hour day in general. The longer shifts are going to be 12 hours, potentially, something like that.

Tom Copley AM: Potentially, 12-hour shifts with just a 40-minute break during that shift?

Tony Wilson (Managing Director - London & Surrey, Abellio): That is a minimum. They can very readily have more than 40 minutes. That is a minimum.

Tom Copley AM: That is meal breaks?

Tony Wilson (Managing Director - London & Surrey, Abellio): That is meal breaks.

Wayne King (Regional Co-ordinating Officer, Unite): That is not guaranteed. Again, if you are in traffic and you get delayed, the pressure is to get the bus out again because, otherwise, there are lost miles, fines, penalties, etc. You might get only 30 minutes before you get back out on the road.

Caroline Pidgeon MBE AM (Chair): We will come on to the incentives later. We will pick that up there. That is an important point. On congestion, we have just produced a report with some bold suggestions in it to try to tackle that, which would help things. Chris, you wanted to come in quickly?

Chris Langer (Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System): Yes, I just wanted to come in on that because we recognise a lot of what you are saying there from the reports we receive from bus drivers and from talking to bus drivers over the phone confidentially about the concerns that they have. Fatigue is a major source of concern and it is the most popular, alongside maintenance, that comes up through confidential reports in the last year. We have those 45 reports that we have taken and fatigue is an issue that is flagged up.

In terms of lifestyle, shift patterns and all of those things, we have put together a video on that, which has been shown at Abellio with Tony's [Wilson] assistance and at other bus companies, to talk about those things and to raise awareness of diet, lifestyle and shift patterns, with an emphasis on what the employer can do and what the employee can do - because this is a joint effort that we are talking about here - and just to bring that

awareness into the culture. There are those sorts of initiatives, which we hope we can contribute to more in the future.

This was off the back of some of the things that we heard through these confidential reports that we are receiving. There is a unique opportunity there through confidential reporting because people are free to say what they want to without fear of repercussion from their line managers or any senior managers. They can do that in their own time and they trust the service. There are those initiatives there underway, which we would like to see spread more widely.

Caroline Pidgeon MBE AM (Chair): Let us move on to our next section, which is looking at driver training and monitoring. David, you are going to lead that for us?

David Kurten AM: Thank you, Chair. First of all, some of you have mentioned things that lead into this in terms of creating a culture where there is a greater emphasis on health and safety and getting out of the depot and inculcating that in the fleet when people are on the road.

I understand that most driver training and the main part of driver training is done by the bus companies like Abellio and so I will start off asking you, Tony. Has driver training improved in the last year or so and what effect have any changes or improvements had?

Tony Wilson (Managing Director - London & Surrey, Abellio): Certainly in our context. All of the operators do it in different ways and it does depend on, initially at least, where and how you recruit. Do you recruit staff who have car-driving licences and then train them up to get bus licences? Do they come in pre-trained?

We have changed our new-entrant training to include things like "In the Zone" that TfL has put out with Sarah's [Hope] input and we have shifted the emphasis more towards preventative measures and behaviour in terms of predicting.

Last year [2016], up to about 18 months ago, we had a practical course that we ran as part of our Certificate of Professional Competence (CPC) process. Every bus driver and every truck driver has to go through 35 hours of training within a five-year period and, generally, all of us do it as one day per year. In our last cycle, we introduced a very practical preventative training programme. We had drivers who went out on the road with a trainer and with some of their colleagues to refresh their knowledge in many cases but also put them in front of their colleagues. You get a lot of interaction and you get some very useful help from your colleagues when you do things wrong. That proved to be very successful. That was the practical demonstration.

In this cycle, we have moved on to more of the mental aspects, which sit in "In the Zone". It is constantly trying to refresh that process and, once they are back in the organisation, bearing in mind that this is only one day a year, keeping those messages very live. We, as I know other operating companies do, try to establish some very simple measures.

We have this thing called the "Three Sees". "See three" is keeping a three-second gap between you and the vehicle in front. "See me" is all about looking for the nearside, where we get a lot of incidents with cyclists, street furniture and pedestrians. "See more" is the global aspect. We are trying to keep those mantras very much in people's minds. If you walk in to our organisation, like many others, you will see this stuff plastered everywhere.

That is part of the battle, but what we have found is that people become almost blind to it. When I ask a driver what they know about the “Three Sees”, they sit and look blankly. Then I say, “On your high-visibility vest, they are on there. What are they?” It is trying to keep it alive. I know that Chris [Langer] has been doing a lot of work with us and with others about the mental aspects of safety. How do we get these messages over in the first instance and how do we keep them live after people have spent one day and have seen something? It is a constant challenge, but we then try to relate that back to what we find in those accident investigations. If there has not been this gap kept, the driver is refreshed, “Why do you think that happened? What was the gap you kept? Why did you move off immediately as the car in front of you moved off?” It is those sorts of things.

Just picking up on Wayne’s [King] instance and this issue of blaming drivers, I know that last week at our Battersea depot about 60% of the incidents were attributed as unavoidable. That is people hitting us or getting in our way, which is quite extraordinary. It is not all about blaming drivers. It is trying to find out what the root causes are and what are the real things going on behind them.

David Kurten AM: If I could bring in Sarah, thanks for your answer. You are involved in the “In the Zone” programme. I wonder if you could give some thoughts as well on whether driver training has improved and what the effects are.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth’s Legacy of Hope): Yes. Just in case people do not know, on 25 April 2007 a bus mounted the pavement in a fit of road-rage in Mortlake. My mother was killed instantly and my daughter, who was just two at the time, lost her leg below the knee. I could not help them because I was trapped under the bus. I had banged my head against the wall, but I slipped in and out of conscious and so I remember it well.

About 13 months after our terrible incident, I had to go to court to give evidence. It was there that I became very ill, collapsing, and I did not remember anything about that afterwards. I would like TfL to address the need for victims to have to go to court after something terrible has happened to them regardless of liability. Sorry. I know that is not quite driver training, but I would like to just make that point.

Then, seven years later, due to intervention by Boris Johnson [MP, former Mayor of London], TfL and Metroline finally apologised, but not for seven years. At that meeting, I said, “If you are sorry, ‘sorry’ must mean change”.

However, at the court case, before I collapsed, I do remember just listening to the facts. There was a lot of talk in the court case as to what shoes the bus driver was wearing. I have brought this up in meetings before when Isabel Dedring [former Deputy Mayor for Transport] was at City Hall and I do not know what has happened about that. I would like to know what sort of shoes the bus drivers wear. There was a lot of talk about that. I cannot really go into it because I cannot really remember what happened, unfortunately. Footwear, surely, is vital for bus drivers.

Talking of bus driver training, I made a film - it was in July 2014 - which went out to the 24,000 bus drivers in London. This film was picked up by a company in the north of England as well. The surgeon who treated both Pollyanna and me that day and has looked after us for ten years also took part in the film because he is a surgeon at the Chelsea and Westminster [Hospital] and treats a lot of people who have been hit by buses.

I have not been informed. TfL has not been informing me of what has happened with that film. I do not know about the impact of the film. I do not know whether or not it is still being shown. I do not know anything that

has happened with the film. It was a shocking film because I had to talk about what happened to me that day and I had to try to explain the lasting damage.

I need to try to get TfL to understand the impact of life-changing injuries. My daughter is going into hospital next week. She could not walk. She is an amputee.

In my work, while I have been working with TfL, I have learned a lot from other people as well. I would like to tell you about a man called George Atkinson and I would like to tell TfL more about him. He lost his daughter about 20 years ago when she was run over by a lorry while she was standing on the pavement. He has set up the "Learn to Live" campaign, in which teenagers are told about the horrors of bad driving. It is very effective. It shows films and it has interviews with ambulance workers who have rescued who have been killed and it shows films about the horrors of having to tell a parent that their child has died. It is very shocking but it is very effective. I would like to tell TfL more about it. It has now been rolled out in different counties and it is a very effective way of teaching teenagers to drive safely. Maybe you need to refresh the shock tactics to the bus drivers, not scare them but just refresh them, as to how important it is to be safe at all times.

Caroline Pidgeon MBE AM (Chair): Gareth, could you just update us? David's question was on the "In the Zone" training. Is this rolled out everywhere? Could you pick that up, please?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes, it is. I will just say that all of these interventions are really important as part of the overall approach here. We will support whatever initiatives come forward because the point here is to try to develop, as Tony [Wilson] was saying, a constant reminder and a constant thought in drivers' and other road users' heads about their own safety and about the safety of those around them. It must be an ongoing battle that we all take on in order to keep that live. You are absolutely right to highlight the causal factors and the things about what drivers are feeling and thinking and what other road users are feeling and thinking. All of these things are important. We must all think of new and creative ways to be able to keep this in the forefront of people's minds.

Absolutely, the "In the Zone" training is rolled out. We are also doing other training interventions that touch on this subject and try to help as well. We have things that are specific like "In the Zone" and CPC and other things, but there are others that are generally about the role of the driver, their attentiveness, their awareness and how they are thinking about their customers.

The "Hello London" process, which all bus drivers are going through for two days, talks exactly about that and goes very much to your point about respecting the driver. The role of the driver is a very difficult one and a very complicated one and we need that respect to come from all of those associated with the bus industry and our customers because that driver is doing a very difficult and very professional job. "Hello London" is part of the process to give drivers greater customer service skills and also to enable us more widely to have that culture developing. I agree entirely with many of those points.

Wayne King (Regional Co-ordinating Officer, Unite): Who is the "In the Zone" training designed for? Tony said about new drivers coming into garages and stuff, but who is it designed for?

Tony Wilson (Managing Director - London & Surrey, Abellio): It is for all bus drivers. We have incorporated it into new-entrant training because that is the easiest way to deliver it as we turn staff over. It was also delivered across the whole operation to existing bus drivers as well and we are targeting to complete that by the end of March this year [2-17]. By the fact that we get currently about a 20% turnover, we have done an awful lot of new entrants at the same time as we are doing it retrospectively, if you like.

Wayne King (Regional Co-ordinating Officer, Unite): The reason I ask is that I have asked our most senior representatives about it. The vast majority have not heard of it and the vast majority do not appear to have done it or been involved in it. I have seen a presentation that has come through, which was on the TfL website, but it did not resonate with any of them when I asked them what they knew of it or knew about it.

Part of my concern around this is that when these courses are designed, the experts are not involved and the experts are the drivers. People are designing a course or designing a training module for a job that they probably do not do and do not understand and they are not including the person who does the job on a day-in/day-out basis. If you want to get real training and real worth, you probably need to involve the person who is going to be doing it.

We would all agree that one day's training a year is not going to be enough because you will have your training one day and, two days later or the day after, you will be back doing the job and the pressures and the stresses of your job are going to push the training you have just had out. Whatever training there is around safety, driving awareness and accident reduction needs to be a continual rolling process. It cannot be a one-off every year and it cannot be any singular event. It has to be continual and then it becomes embedded in what you do and how you do it.

David Kurten AM: It seems that Abellio is offering the "In the Zone" training to everybody, but I wonder if I could just bring Gareth back in. Do you have any method to monitor this? Abellio is doing it, but what about all of the other bus companies? How do you monitor that they are doing it as well?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): The "In the Zone" training and, indeed, other training courses are all rolled out with all of the operators. What we want each of the operators to do is to develop for itself training packages that are specific to its circumstances.

What we do in order to be able to assess the effectiveness of the operators' training is we have independent monitoring of driver standards. We think that that is the most effective way for us in our role to be able to provide feedback to operators and say, "Clearly, whatever you are doing and whatever tools and techniques you are using to keep this live and so on is not working because your quality is going down". We can provide that feedback. The survey process is done independently - we do not know who is going to be surveyed or where - by an independent company, AA DriveTech. It assesses exactly how the driver has performed in their experience and that feedback goes directly to the operator. The driver will not know they are being monitored. This is not about individual drivers. This is about trying to provide feedback to the operators about how their training is working and whether we are seeing improvements in that randomised survey process.

That is our primary tool. We also do that, of course, for engineering quality as well, which is a factor here.

Tony Wilson (Managing Director - London & Surrey, Abellio): It is possible that when asked the question, drivers will not recognise "In the Zone" as the descriptor. We include it in a CPC module, which is a whole day, called "Safety Matters". "In the Zone" takes half of that day and they do other things like first-use checking and other safety-related things. It is possible that they have seen the training module, they have seen the video and they have had the interaction but without quite recognising it as "In the Zone".

Wayne King (Regional Co-ordinating Officer, Unite): Would that not suggest that that might be a fundamental flaw? If a driver is going to go through something that is coming from TfL, they should understand what it is and that it is coming from TfL. It should not be used and then called another name because what you are not going to get is consistency of understanding.

Surely the best thing for us to do as TfL, the unions and the operators is to come up with a consistent London-wide training programme that can be used, agreed and implemented so that we all know what the standard is and we all know that how our drivers are being trained is generic, is standard and then can guarantee that there will be a consistent level of training given to them. It is not just about how to drive a bus but how to drive a bus when you have been doing it for two, three or four - sometimes 15 or 20 - years. If it is not consistent, it is always likely to be flawed.

Tony Wilson (Managing Director - London & Surrey, Abellio): That was done for "In the Zone". If I remember rightly, Tangerine, the company that was involved in producing it, came out and trained the trainers to deliver it. I am not for one minute saying that this is a flaw, but it was a four-hour training module, broadly. We did not want to - I do not think any operator wants to - stand drivers down for four hours. We wanted to fill a whole day and so we chose to put it into something else. It is a very distinct piece of training that should be easily recognisable as TfL's "In the Zone". It should be delivered in the same format across all of the operators.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): If I may, this is an area that, as many people have said, we need to keep going. We need to keep thinking of new ideas and new approaches. One of the things that we are going to be trialling with the driver trainers is a safe urban driving course, which has been rolled out for heavy goods vehicles (HGV) drivers, particularly in urban areas, focusing on vulnerable road users. We are trying to see how that might apply as another set of tools and techniques that can be applied.

This should be a constantly live area. This should be an area where ideas and initiatives coming from one operator and from others are able to be synthesised and we can keep this environment very dynamic. It is a really important area that we have focused on together with the unions, with the operators, with the drivers themselves and with all stakeholders. It is one that you want to keep going and you always want to keep it alive and fresh.

David Kurten AM: Taking up Wayne's point again from Unite and the union, how much are the drivers involved in designing the courses like the safe urban driving course and the "In the Zone" course. There is another called "Hello London", I believe, that has been rolled out a little bit. How much are drivers involved in all of those courses?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It varies by the course, but if I take "Hello London" as an example, we ran focus groups to get drivers' input. We had operators' input. We had professional input, too. That course is focused very much on the customer.

What we did for the first range of courses was to have pilots with the drivers themselves and we took the feedback that the drivers were giving us and made adjustments to the course as we went along. There were various ways of getting input.

We should always do more. We are always talking about how we can do that and how we can get more. We need the right blend of independent professional advice, which comes from all types of expertise, with how it is going to be received and the things that drivers themselves are experiencing and, therefore, how they will receive the training and how we can make it more effective. We have to bring those two things together and we are constantly looking at how we do that to make these courses as effective as they can be.

David Kurten AM: With "Hello London" and the safe urban driving training, when is the date? Do you have a date or a target for rolling them out across the whole of the bus fleet?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): “Hello London” is going at the moment and so all the drivers today are -- we have courses running four days a week with that. That is a two-year programme, which will go across all drivers across London.

With specifics like the safe urban driving and so on, as Tony [Wilson] said, the normal practice for operators is to have one day of CPC training a year for their drivers. What we are looking to do as TfL is to continually stimulate new content for those courses and to have those then rolled out by the operators in their processes. We are always looking for new content and new ideas there and then it is rolled out through the CPC process, typically, that Tony described.

David Kurten AM: One other thing that goes on to monitor drivers on an ongoing basis is the [Bus] Mystery Traveller Survey, which was last updated, I believe, in 2010. To TfL and Abellio, do you think that that is still fit for purpose? If it is, also maybe you can answer how many times each year a driver will be subjected to the Mystery Traveller Survey.

Tony Wilson (Managing Director - London & Surrey, Abellio): It was updated last year [2016] and it is now called the Bus Customer Experience Survey. It is more focused and it is more applicable so that we get better data to be able to go back to individual drivers and say, “You had this score and this is where you could improve”. The relevance of it is now far greater and far better than it was previously.

I am really struggling to think how many surveys are done in a week or in a period. I am sure that Jane --

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): There are 21,000 surveys a year.

David Kurten AM: That is nearly all of the bus drivers --

Tony Wilson (Managing Director - London & Surrey, Abellio): Yes, on average.

David Kurten AM: -- but not quite all.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is randomised, but there are 21,000 events where people are taking surveys.

Tony Wilson (Managing Director - London & Surrey, Abellio): It is now much easier to go back to individuals. In terms of monitoring their performances, we now have a useful tool. It is far more granular and it is far easier to understand for everybody.

David Kurten AM: Does it actually have an impact on safety in terms of reducing the number of accidents and incidents that we see on buses?

Tony Wilson (Managing Director - London & Surrey, Abellio): There are three questions. There are specific questions that are indicators of safety, like the customer’s perception of smooth driving, as opposed to AA DriveTech’s, which does the driver quality monitoring. They are far more technically based. It is an impression rather than some sort of objective view. Yes, it is an indicator.

David Kurten AM: Yes. I will just finally come back to Sarah. What do you think bus companies and TfL might do in the future? We have heard about lots of things that are ongoing, but what would you like to see happen in the future if there is anything specific?

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): Regarding bus driver training?

David Kurten AM: Bus driver training and monitoring and how that can impact on safety.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): I have to admit that I am not such an expert on the safety of the buses themselves but I do very much think about, as I have said, the mind-sets of the bus drivers. It is very important that they feel that they are contributing to society and that they are very important. They really are fundamental to London. It is very important that we have a good bus service. It is vital that we get the cars off the roads. We want people to feel safe and we want people to feel happy on those buses.

As I have said, there are other good people who have been involved in incidents. The "Learn to Live" campaign is a very important one. I hope that TfL might look at campaigns like that and the work that other people are doing to make, for example, lorry drivers drive safely. The road safety charity Road Peace has a lot to offer. You need to look at charities like that. They are experts in what they do.

As well as that, think about the buses themselves. We know that these incidents are not always the fault of the bus drivers and, unfortunately, we cannot monitor everyone out there. I hope very much that you will be thinking about the mind-sets of the bus drivers, respecting them, understanding how important their job is and making them feel important.

Just for example, do they have to pay for their lunch? Do they go out and buy their own lunch? If you gave them a healthy restaurant and healthy food to eat and they did not have to pay for it, maybe they would eat healthily. Think about that.

Of course, road-rage is very important in my mind and there are so many people out there with road-rage; yet it is not really something people think about. People talk about drivers texting or drivers speeding, but you have to avoid road-rage.

Make bus drivers feel positive about themselves. That is very important to me: just thinking about their wellbeing.

David Kurten AM: Absolutely. Just before we move on, does anyone else have any final comments about the future of bus driver training and monitoring?

Wayne King (Regional Co-ordinating Officer, Unite): It just needs to become less insular. It should not be about what one operator does and then what the next operator does. It should be generic so that you can guarantee. When you have a (Inaudible) of drivers, then you have to make sure that what you get is consistent and consistent and consistent again. That is the way you change a culture and build a safety culture within what you do.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): Can I just say? I did not really catch that. Are people still seeing the "In the Zone" film that I made?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes, and they will continue to do so, certainly in our company, although --

Caroline Pidgeon MBE AM (Chair): Gareth said it was rolled out across all of them and they were using it and so --

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes, we gave it to all operators.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): Yes.

Caroline Pidgeon MBE AM (Chair): Can I just pick up the issue of first aid training? Many TfL staff and transport workers are first aid trained. It is not mandatory for bus drivers. Is this something that you consider could be rolled out across bus drivers?

Tony Wilson (Managing Director - London & Surrey, Abellio): We have a challenge in that we have two distinct things working against each other. We do not encourage drivers to get out of their cabs and, in some companies and we have also worked with this, we have told drivers not to get out of their cabs to avoid conflict situations. As you know, we were discussing one the other day when the driver did get out of the cab and helped a wheelchair passenger board the bus and did all sorts of things.

It is a fine line. In a perfect world, there would not be an assault screen and there would not be a barrier. There was not many years ago. I would love to see the bus network revert to that because it is a far more customer-friendly approach --

Caroline Pidgeon MBE AM (Chair): In terms of first aid training because you cannot see that --

Tony Wilson (Managing Director - London & Surrey, Abellio): In terms of training, it is a big challenge. We struggle to get enough people to volunteer for depot-based first-aiders, let alone trying to roll it out to all of the bus drivers.

Caroline Pidgeon MBE AM (Chair): Gareth, is that something TfL has considered or is it just not in your programme?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): No, we have certainly considered it and, of course, across all transport services, we have been looking at this issue, as you know. Bus drivers are human beings and I am sure that almost all bus drivers would want to help in the circumstances if they can. The question here is one of making sure that they are able to do their job properly. That is something that we are talking to the operators about because we need to take into account all of the things they need to do.

In a perfect world, as Tony [Wilson] said, having a high prevalence of first aid training and the ability to do that in a way that is helpful and proper and to make the right decisions and so on would be fantastic. We have as an industry - indeed, in some cases, as a society - quite a long way to go to do that. To go back to the original points, there are a lot of issues about fault and so on that come into this. As I said earlier, we really ought to be moving away from that and moving towards this more progressive thing, but it is a long-term challenge for us all.

Wayne King (Regional Co-ordinating Officer, Unite): There would be a general reticence among drivers to get out of the cab after an accident. They are then going to put themselves in the line of whatever has gone on. Again, it is a general culture - not just among drivers - and a blame culture if the driver is concerned they might get something wrong and then be held accountable. It would be nice in an ideal world, but the reality of it would not work.

Caroline Pidgeon MBE AM (Chair): Before I move on to the next section, Shaun, I realise that I did not call you but you indicated earlier. Did you want to come in on your question?

Shannon Hawthorne (Press and Public Affairs Director, The Pre-School Learning Alliance): I just want to ask a question --

Caroline Pidgeon MBE AM (Chair): Yes, sorry.

Shaun Bailey AM: -- about how you relay lessons learned to the drivers. There was a lot of talk earlier on about the procedures around investigating crashes or whatever, but if you are a driver and have not been involved in a crash, you could still learn from an - let me remove the word "crash" - incident. Is there is a mechanism to educate drivers across the network about things that are happening for and to other drivers?

Tony Wilson (Managing Director - London & Surrey, Abellio): It is something that we could do better and it did spark in my mind when Wayne [King] mentioned it.

What we have done is we have put out on our LCD information screens, which we have for all sorts of messages for drivers, images of incidents and how they could have been avoided and so there is that direct feedback.

We also produce a route hazard booklet, which Jane [Lupson] saw the other day. For each route, we have prepared a booklet. It is a conglomeration of ideas and thoughts on road layouts from drivers and management so as to put some of those learning experiences back into a hard copy that is then distributed to all. The key to that is not just doing it once, of course; it is refreshing it. If there are incidents or a road layout changes, it is updated and it is still relevant.

I am with you. I am sure we could do more. It is trying to find the mechanism to do it in an effect way when drivers are not in the depots for very long. That is one of the big challenges we face.

Caroline Pidgeon MBE AM (Chair): Thank you. Let us move on to confidential health and safety reporting. Caroline Russell is going to do that.

Caroline Russell AM: This is about CIRAS, which is actually the Confidential Incident Reporting and Analysis System. It is great that we are looking at it now in February 2017 because it is about a year since it was first made available to London bus drivers.

I understand that last August [2016] you reported that to date 24% of all the confidential reports - this is Chris I am talking to - that CIRAS received nationwide had come from the London bus sector, despite TfL's contracted bus companies representing less than 2% of the national membership of CIRAS. All of those safety reports except one have come from TfL bus drivers.

I am just interested in the CIRAS view of this. Is this because, do you think, there are more systemic problems and issues in London with safety and also in other groups of people who are reporting to you, the non-TfL ones? Do you get more reports from bus drivers and managers and other people involved in the system? Is it disproportionate to have so many of those reports coming from bus drivers?

Chris Langer (Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System):

We have introduced it to the bus community and so this is a new period in confidential reporting. Our experience from rail was that we had a large number of reports when it became a national system in 2000. We had a large number of reports and we ran at several times the number that we do today for rail. Therefore, it would not be strange for that same pattern to be replicating itself. We have what seems like a high proportion of reports nationally, but it is actually people getting used to CIRAS and used to what confidential reporting means and they then perhaps feel that they will try the system to see what difference it may make.

Therefore, that is the first thing to mention: perhaps it looks like a high proportion of the reports, but it has to be seen in that context. It is a new system and perhaps bus drivers feel they would like to try that system to see how effective it is.

On your second point about bus drivers reporting, yes, it is typical in that we see frontline staff reporting. It tends not to be managers. If we talk about rail, we will see signallers, drivers and track workers reporting and those make up the main categories of reports. You would expect to see the pattern that we are seeing with bus drivers reporting as part of the bus community as well. We get frontline people reporting their safety concerns because they are closest to incidents and potential incidents.

Caroline Russell AM: Thank you. Again, for Chris, what do you think are the most serious areas of concern reported by TfL bus drivers?

Chris Langer (Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System):

We have two aspects there. There is the fact that people may want to use a confidential reporting service in the first place. To set it in context a bit, most concerns - 91% - have been reported internally before somebody approaches CIRAS. They are approaching CIRAS for a particular reason and that is because, generally, they feel that the safety culture where they work has not been able to give voice to their concern and have it addressed. There is a big part of this about the reporting culture. We are picking up information on that these days because we can ask about how somebody has made a report internally and the response they have had. Therefore, there is a reporting culture side to it.

There is also the content of those issues. The concern there is some of the issues that come to us, the main one being fatigue. That is something that is being reported 24% of the time when we are talking about the issues that people are raising through us. It is the kind of thing that we see a similar pattern for in rail as well. You probably will not want to talk to your driver manager about feeling very fatigued and perhaps feeling unable to do your job very effectively, but you may well feel able to talk to a confidential reporting service about that because there are no repercussions. Drivers may well be aware of feeling fatigued, but talking to somebody about it or talking to management about it is often quite a difficult thing to do. This is where we uniquely get that information coming in because people can trust that there are no repercussions in saying something. For example, they might be saying, "I am very tired. I am worried that I might have an accident". That is not something that you can generally talk to your line manager about. You can say that in an ideal world you should be able to talk to your line manager about that, but it is easier sometimes to talk to a third party. That is the voice that we are enabling to come up that way.

Caroline Russell AM: Do you think that that information is being acted on? Do you get feedback from TfL and from the bus companies? We have heard the testimony from Sarah Hope earlier on the importance of driver wellbeing and we have 24% of those reports to CIRAS saying that people are feeling tired. Also, I noticed - I have a pie chart in front of me - that 7% of people are reporting pressurised driving, which must potentially relate to road-rage and the stress that maybe drivers come under. How is that acted on once the information gets to CIRAS?

Chris Langer (Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System): There are two approaches there. One is on a case-by-case basis. We take the report and the report is processed. We are acting as an independent facilitator and we are asking the operator concerned to have a look at that particular issue and, very often, we are posing questions about how that is being dealt with systemically. Therefore, it is not just about this one report but perhaps, if there is a wider issue there, how is that being addressed in terms of initiatives on driver training and on talking to drivers about fatigue? That is on a case-by-case basis. We will take a report and it will be processed. We are looking at the quality of the response that comes back and acting as a facilitator to try to see that our original reporter is satisfied and that concern has been acted on. That is how it works on that front.

On the second front, it is about collecting those reports together, as we have done here, and looking for those trends. I really should say that this is quite a small sample. We are talking about only 45 reports over the year. If we are collecting something together that seems significant to us, what we want to do is to work with the operators to design initiatives, if that is appropriate, and to talk about some of the things that come through in our reports.

The obvious one is fatigue. We have taken that particular issue and run with it. We have said to the operators, like in the case of Abellio, "How can we help you facilitate some kind of discussion on that amongst managers and drivers in particular to raise awareness about the issues that may impact on them, whether we are talking about shifts and breaks or whether we are talking about lifestyle factors?" What we are trying to do is to inject that into the conversation.

What we have found there is that generally people are quite unaware, perhaps, in the job they do of the effects of driving for a long time in a small, confined space. The aspect of it that we want to concentrate on is what we can do about that. Talking about these issues and highlighting exercise and dietary advice is one way of getting that conversation going.

Caroline Russell AM: Thank you. Can I bring in Tony at this point? Do you find the CIRAS reports helpful in terms of how you manage your bus operation?

Tony Wilson (Managing Director - London & Surrey, Abellio): We have not had very many. The one that is probably more relevant for today than others was very much a generic complaint or awareness-raising of fatigue. It was generic.

It is really targeted at an issue across the whole of the network, which is the late finishing of drivers. It is an issue for us. It is an issue for Wayne's [King] members. It is an issue for TfL. Due to worsening or sustained traffic congestion - it got worse and at the moment is not getting any better - late finish of duties is one of the biggest issues we face with not only driver welfare but driver wellbeing in the larger sense. Most of us want to come to work and have some idea of when we are going to go home. That is quite a challenge for drivers at the moment due to the very variable traffic conditions we deal with.

This generic approach to fatigue is not easy to answer in the things we do. However, we have worked with CIRAS. In particular, as Chris [Langer] said, we have gone out and talked to drivers about having sufficient rest, looking after their health and diet and all the things we can do while still trying to tackle, with TfL and within our own environment, how to address this late finish issue and how we can get bus schedules that are more appropriate to very variable traffic conditions. You can only schedule for a particular traffic condition. We do not schedule for the worst and we do not schedule for the best. In that context it will never be right. Therefore, you have to make adjustments. Things do not go as planned.

It is a difficult challenge for all of us. We are working hard with TfL and the union to do things about it but it is not going to be one of those we solve overnight.

Caroline Russell AM: Taking us back to CIRAS, do you find having member of CIRAS useful?

Tony Wilson (Managing Director - London & Surrey, Abellio): It is another outlet that is useful. There have not been very many in our organisation. All of the other managing directors I have spoken to in the operation fraternity have whistleblowing policies as well. It is another outlet for staff where they may feel freer to have this non-attributable reporting line. There have not been many of them. Initially there would have been a rush for reporting but in reality it was not an overwhelming flood. It was a very low volume. It is trying to get it into context. It is another way of people expressing their concerns. We would have had five or six in total since--

Caroline Russell AM: It is useful to you to be able to hear from bus drivers in another channel?

Tony Wilson (Managing Director - London & Surrey, Abellio): It is useful. Any way people can express their views is useful. It is another one and some will feel more comfortable than others using it.

Caroline Russell AM: In your bus company, what is the proportion between employee bus drivers and agency workers?

Tony Wilson (Managing Director - London & Surrey, Abellio): At this moment we probably have a dozen true agency workers but over 2,000 bus drivers.

Caroline Russell AM: That is a very small proportion.

Tony Wilson (Managing Director - London & Surrey, Abellio): Yes, but it is a point in time. At the end of last year we had some contract changes where we were going to lose work. We did not recruit a load of drivers to fill holes when we knew in December and January we were going to lose contracts. It was getting over a particular problem at the time. It is not a matter of course that we would employ true agency drivers.

Caroline Russell AM: Do the agency workers also have access to CIRAS?

Tony Wilson (Managing Director - London & Surrey, Abellio): Yes, they would do in the normal way. We treat them as any other employee. There is no reason why they could not report it to CIRAS.

Caroline Russell AM: Moving on to TfL, Gareth, do you think CIRAS reporting is helping you make improvements in terms of reducing road danger attributable to buses in London?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): As you know, we have been very encouraging of the CIRAS initiative. It rolled out across the vast majority of TfL services

regardless of who operates it. Our Director of Health, Safety and Environment, Jill Collis, sits very closely on the board with CIRAS. We get summary reports that are relevant not only to the bus operators but also, of course, to other areas of our transport delivery. As Tony said, any other outlet that exists for drivers, frontline employees or others to be able to express things they did not otherwise feel they wanted to express has to be really useful. The reporting we get back is just another mechanism, another flag and another symbol of things we can then take action against.

In our case it is not specific to the individual instance and so on because that is for the bus operators. This is about looking at whether there are trends. For example, fatigue, late finishes and all of those things are issues we are collectively working on. As Tony [Wilson] rightly says, it is a very challenging issue but it is one that has come to us from a number of sources including, of course, the work of CIRAS. It is another mechanism and therefore we really welcome it.

Caroline Russell AM: Are you also seeing differences between the different operators reflected within the CIRAS reports? For instance, in your operational safety data, Abellio, which is here, operates 8% of TfL's buses but accounts for just 3% of TfL's collisions. Therefore, there will be other operators who are accounting for a higher proportion of collisions. Are you seeing a difference in CIRAS reporting from these different companies?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): This is probably an issue that Chris [Langer] can comment on. The individual incidences of CIRAS reporting from an employee of an operator are dealt with on a case-by-case basis with that operator, as they should be, by CIRAS and so I cannot really comment on that.

What I would say on the prevalence of incidence is that it is not only about the operators but where the routes go in London. We do have a higher incidence of incidents in the centre of London than we do elsewhere. There are different factors at play about where incidents occur on the network and so on. Chris may be more able to comment on different operators than I am.

Chris Langer (Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System): There is a wide variety of responses going from the proactive end of scale of, "This is a report we really need to listen to, let us have a look and see if that tallies with any other information we are getting from other sources", to, "This is a total nuisance and I am not interested in responding to this".

It is quite a difficult issue for us. It very much varies, dependent upon the operator and dependent upon exactly who is responding to the report. There is a difference in safety cultures. That sometimes manifests itself in the kind of response and quality of response that comes back. There are pockets of really excellent stuff and then some responses where you think, "That is not too good", and may represent something else in terms of the safety culture going on underneath. We would like to see high quality responses where a particular issue has been acted on and that initial safety concern raised has been closed down.

Caroline Russell AM: Do you think TfL could take some of these strategic issues and pick them up from the work that is coming through CIRAS reporting?

Chris Langer (Scheme Intelligence Manager, Confidential Incident Reporting and Analysis System): It is certainly good to bring those common themes up to see if they tally with other sources of information. Perhaps we have a small part to play there. The point has been made a few times that we are talking about quite a small sample of reports. If it does represent a wider trend and we can join that up with other sources of data it may be representative and tell us something that is perhaps not available through those sources as well.

In terms of content and issues it may point to similar issues that come out through accidents and incidents that are good to join up with. What we may have is some underlying data on the safety culture that may be difficult to get through traditional means. If we can flag that up, it is going to be useful to TfL. Joined-up thinking there is the answer.

Caroline Russell AM: Thank you. I would like to come to Wayne now. Fifty-seven per cent of people reporting felt the issue that they were worried about could cause injury to staff or passengers and 32% feared that a road traffic collision could result if their concern went unaddressed. First of all, do Unite members have any feedback on the CIRAS reporting process?

Wayne King (Regional Co-ordinating Officer, Unite): It has not been advertised as widely as everybody would have hoped. We had an initial presentation from CIRAS just after drivers were included and we had a follow-up before Christmas. Information that had been passed to some operators had not been trickled out in the garages to members and drivers. It is part of a growing process. There is always a certain amount of cynicism to anything new that comes in. There will be an increase in reports from drivers in the next year or so because it is becoming more embedded, its reputation is growing and people do feel comfortable to do it. It highlights not only if there are issues between the driver and operator but also if maybe some of our structures and processes are not working as well as they should or could work. It is a learning process for everybody at the moment. It is working.

There is growing confidence in the process. It will grow in benefit. There does need to be better involvement at the local level. I do not doubt at all that TfL's operators are fully engaged in what it is and what it needs to be. However, there are cultural changes in garages that need to happen about reporting, reporting back and making sure everybody is aware what the issues are. We will not get the full worth out of it if we are not engaged at every single level in an organisation.

Caroline Russell AM: Is there anything in particular you think could be happening at the bus garages to get that cultural change to happen?

Wayne King (Regional Co-ordinating Officer, Unite): Engaging more with local representatives, when you hit the day-to-day management level and engagement with health and safety committees. As Tony [Wilson] rightly said, there is a health and safety committee at every garage. We have made it clear that CIRAS should be on the agenda for every single health and safety committee. There is a reluctance to do it because there is a concern about highlighting problems that may or may not be there. It is about bringing it more to a local level than at a higher level.

Caroline Russell AM: Gareth, are you able to take that away in terms of the need to get CIRAS more embedded?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Absolutely we will. We believe it is a very important tool. I know the operators have committed to it as well. As Wayne said, if there are any issues at a local level we will be encouraging operators to address those. United has a part to play there also to help flag up any issues with its adoption. We think it is a great tool and should be encouraged. We can make sure that is picked up in our regular dialogue.

Caroline Russell AM: That is great. We have heard from Sarah the absolute devastation to families when these collisions and crashes happen. It is not just "oops". It is not an accident. These are really serious, life-changing things. It is also a life-changing experience for anyone involved at the wheel of a vehicle when there is a life-changing incident.

I have a couple more questions for Wayne regarding these reports about fatigue and in particular the 7% about pressurised driving. What is Unite doing to ensure these issues are properly addressed?

Wayne King (Regional Co-ordinating Officer, Unite): We carried out a London-wide safety survey amongst our members to get the reality of this. We had several thousand responses. We will be taking this up at a local level with the forum we have with TfL and the operators.

We cannot ignore the reality that there is a high amount of fatigue for drivers. Long hours, enforced overtime, traffic, general pressure and stress and abusive passengers all lead to one result of drivers potentially not performing to their best. That then creates the likelihood of injuries. We are concerned. We are trying to work as constructively as we can with the operators and TfL about fatigue.

There are some real core problems with it. It is around scheduling, traffic congestion and, something that is out of everybody's control to a certain extent, tiredness effects caused by pollution. There is a much wider issue around fatigue and how we deal it as well as lifestyle, diet and everything else. It is a much deeper thing we all need to look at and make sure we work collectively to get a result.

Caroline Russell AM: Coming back to the issue of congestion, if this is resulting in driver fatigue and pressurised driving, then the cost of that congestion is death and life-changing injuries for Londoners. That puts more pressure on the congestion report that the Committee has recently published. Thank you, Caroline.

Caroline Pidgeon MBE AM (Chair): We are going to bring you in in the next section, Sarah, if you could bring your comments in then. I am conscious, Members, that we have four more sections to get through and so maybe we need a little bit more pace. Let us look at passenger support. Joanne?

Joanne McCartney AM: You have spoken eloquently this morning about your life-changing experience. You have talked about the court case you had to go through. It was, obviously, extremely gruelling. What was apparent was that your needs were very different as someone who had been very badly affected by this incident.

What did you discover you needed in terms of support from TfL? I know you have been quite instrumental in changing the support it does give and in particular the setting-up of the Sarah Hope support line.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): As I said, our incident happened in 2007. There was no support whatsoever; absolutely nothing. In fact, I did not even think of TfL for seven years. I thought about Metroline. We had this terrible incident. There was no support at all. I had a lawyer who, literally, offered money. This is what happens.

What has happened since April 2007 is that 148 humans have been killed by London buses. That is 15 a year or practically one a month. This has to stop.

After seven years - with the intervention of Boris Johnson [MP, former Mayor of London] - Metroline and TfL apologised. Up until then, I had not even thought about TfL. I was told that it is the umbrella organisation that runs all the bus operators. I had been wanting Metroline to apologise. It did not. Metroline ignored me whenever I tried to contact it. I can tell you a little bit more about that if you want me to.

Seven years after my family's horror, Boris made Metrolink apologise. That was when I said, "You said 'sorry' and so I want things to change", and the Sarah Hope Line was established. I told TfL that there needed to be a voice of kindness at the end of the telephone for people who are really struggling, who have lost family members or who have suffered life-changing injuries. If a family member suffers a life-changing injury, it is not just that person whose life has been damaged; it is the entire family. You have to think about the whole family. TfL is really trying hard. It is in Pier Walk. I visit it regularly and have seen for myself the hard work and dedication of the staff there. Staff have been trained by the Samaritans, by Cruse and by lots of the different charities out there to be able to speak to people in the correct way. People out there do not know about the Sarah Hope Line. The Sarah Hope Line, surely, is a good-news story for TfL. It is finally listening to victims and offering the financial support and kindness they require in their hour in need. That was something we did not have.

I was very disappointed when I read in the *Croydon Advertiser* that the Sarah Hope Line did not manage to call somebody back. I want to know what that was about. I want to know why that particular case went wrong. When the tram incident happened, the numbers of people calling the Sarah Hope Line went up from about 14 people to about 261. I do not know how many people exactly. The Sarah Hope Line exists but there is a lot more TfL needs to do. People need to know more about it.

I need to know what TfL is doing about apologising to victims. I want everyone to be apologised to. When I started talking to TfL I learnt some shocking things from TfL managers. I learnt that victims on the network do not really have names; we are just insurance statistics. As you go through a personal injury claim that is what you are: another insurance statistic and not really a person.

There is progress with the Sarah Hope Line. It cannot get involved legally at all with anything. It is literally a voice of kindness at the end of the line, which is vital at the time when tragedy strikes. However, I am very disappointed to learn that TfL does not even know how the hundreds of people its bus crashes are sending to hospital with serious injuries are doing. TfL does not keep in touch. It is not interested, really, in the people who are hurt. It needs to show interest and kindness.

I was a bit disappointed to find out that Metrolink, the company that hurt us, in 2015 was the company with the highest number of pedestrian fatalities but was still named by TfL to be the best operator of the year. I do not know why that happened. Why was it the best operator of the year if it had the highest number of fatalities? We have heard today that Abellio did not have as many. How many did you have?

Tony Wilson (Managing Director - London & Surrey, Abellio): I cannot tell you fatalities. I can think of the most recent one but I cannot tell you in total.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): I do not know if this is now the right time for me to talk about victim support.

Joanne McCartney AM: Yes, that will be very helpful. Can you let us know what extra TfL should do?

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): I have been talking to TfL about this a lot. We have to be very grateful for the Sarah Hope Line. It is a good start but it is very much a start. If you are going to help people in their hour of need it is like sending somebody to hospital and when they are starting to get better saying, "Get out and go and look after yourself now". You need to keep up with those people and find out how they are. We need to oblige TfL to do more to make victims and their families aware that the Sarah Hope Line exists.

There is a TfL report that came out in January 2017 to say only 14 calls from bus victims had been received by the Sarah Hope Line. They did not even know about it. There is a voice of kindness that is there waiting for them. TfL is paying for it but the people did not even know about it. It is very important we think of some way of victims getting to know about the Sarah Hope Line. It is a fine line because the Sarah Hope Line exists to help people with life-changing injuries, people who witness dreadful things on the network or the bereaved. What we do not want is people with very minor injuries getting in touch with the Sarah Hope Line all the time but that is something for the Sarah Hope Line people to judge. This is a good news story for TfL. It is finally listening and finally being kind, whereas in 2007 there was no voice of kindness whatsoever. We need to think about how more people can know about the Sarah Hope Line.

The Sarah Hope Line needs to take a more proactive stance on finding out how victims and their families are doing. This is something I have been talking to a few people at City Hall about. TfL needs to work with the Mayor's Office for Policing and Crime (MOPAC).

They have been talking about setting up a Victims Commissioner for London. This, in my experience, is because personal injury law is a shambles. It is a horrible experience. We hear about ambulance-chasing lawyers and I know all about them. I believe it is an abomination of human dignity. It is just a way for personal injury lawyers to make money out of people's disasters. When that bus hit my family, there were three members of my family. For personal injury lawyers that is their bread and butter. It is not just bread and butter; it is bloody gold dust to them. If you look at an advertisement for a personal injury lawyer, you will read about how much money they have made, "I have won millions of pounds for somebody". They will not be telling you how much money they creamed off that millions of pounds. I believe personal injury law is a way for personal injury lawyers to make money out of our disasters.

I have started speaking to TfL about it. I believe it is starting to listen. I can report that Vernon Everitt [Managing Director, Customers, Communication & Technology, TfL] has committed to asking the Mayor to write a letter to the Ministry of Justice so that the Government can establish precisely what it is doing to protect victims in civil claims. I am looking forward to seeing this letter.

I have to say that I am also part of the Victims Commissioner's victim reference group. The remit for the Victims Commissioner, Baroness Newlove, does not include providing support for victims who go through the regulatory and civil process. She looks after victims of crime. If you are not a victim of crime, the Government will not look after you. TfL needs to work with the Government.

As an example of when things go wrong, the psychologist who was appointed to look after my family has been under investigation with the Health and Care Professions Council for 18 allegations of fraud and misconduct against my family.

Caroline Pidgeon MBE AM (Chair): That is not really appropriate for here, to be honest.

Joanne McCartney AM: Can I put some of those points you have made to Gareth? Perhaps I should own up to previously being a personal injury lawyer.

Gareth, can I ask you a range of issues? Sarah is quite right. We find this in the police as well, actually. When things go wrong, public bodies in particular are very reluctant to say sorry because they often confuse that with accepting liability and the legal process. That can make a big difference at the outset. Is that something TfL is looking at?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Firstly, I want to say a huge thank you to Sarah for the work she has been doing. She has turned what has been an absolutely tragic and unimaginable incident for many of us who have not been involved in such a thing into something that is very positive. It is very positive for our organisation because we have had, in a way, some of the scales removed from our eyes in this area. We really were not active at all in the sorts of issues Sarah has been outlining. We have made a start and it is only a start.

The Sarah Hope Line is a fantastic resource. It is something we want everybody to know about. It is difficult. We do not automatically know the names of those who are affected by injuries on the road network. That information is not ours. We ask the police to share such information with us. We ask individuals to have awareness. We are giving cards now to our first-line responders. We are talking to the operators about how we make that well known for bus drivers and those in the vicinity of an incident to make people aware, as well as a general awareness across London through the publicity we can give. It is only a start. We really do want everybody to know about the resources the Sarah Hope Line can give. It is something we ought to be doing and now are able to do.

It is the same with saying sorry. We, as an organisation, do care very deeply about the services we provide. We have a lot of impact on people's lives across London. We absolutely want to say sorry where we can. It is really a human thing that we should always do.

Without the Sarah Hope Line, during the tragic events in the tram incident we would not have been able to provide some of the very extensive support we did. It is a huge attribute to Sarah in the work she is doing. She is really helping us as an organisation to start to move forward in this area. This has been a big step forward. There is a lot more we can do and we are having that very regular dialogue. Vernon Everitt, my colleague, is the lead for us with Sarah to be able to do that. It has been very productive, very progressive and really helpful.

Joanne McCartney AM: The line itself can offer support. It can signpost people to other areas that cover support. Does it offer upfront payments? A legal process can take a while and immediate payments for often quite small costs can make a massive difference to people.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Absolutely it can. We absolutely help people with travel expenses and provide them with immediate support and so on. The line has been doing that for those who contact it from a variety of sources. Yes, we can do that. We do that without recourse to liability or any of those things. These are things that are an immediate hardship that we need to step forward and help address. The line is there for that, too.

Joanne McCartney AM: Sarah also raised that you will need to work with MOPAC and the police. I understand that not only British Transport Police but also Metropolitan Police Service (MPS) officers are meant to be giving out the Sarah Hope Line number to victims of incidents. Do you monitor how well they do that?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is a really good question. Funnily enough, we asked that same question ourselves. It is a challenge. These are professionals doing their job in really trying and difficult circumstances. We have asked to have feedback on how well this is done.

The test of it, in the end, is how well known the line is and how many people take advantage of its services. We really do want to monitor how many people understand that the line is available. We have a range of mechanisms for doing that from feedback we get from the police and the London Ambulance Service and so

on through to the surveys and so on we can conduct and, of course, the use of the line itself. Any information we can get on its usage is going to help us make it more widely available to people.

Joanne McCartney AM: Could you let me know what the budget is for the Sarah Hope Line and if you have plans to expand that budget?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): I do not know specifically. I do not think we have such a thing as a constrained financial budget. That is not what this is about. This is about providing the level of support that is necessary. As I say, it has been a really useful resource in response to the tragic incident on the tram derailment. In that process we have provided it with extra resources when we felt that it needed it. It is not a question of budgeting this. It is a question of making sure the line is there and is working effectively and that people know to use it.

Joanne McCartney AM: You are confident that if there was another major incident you would be able to provide resources quite flexibly and quickly?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Absolutely. We are always trying to learn from these situations. We are trying to make the best use of it. Feedback is always welcome.

Joanne McCartney AM: The final point Sarah made is that you now have quite a cohort of people who have been injured on the network. Do you have any plans to keep in touch with those people and perhaps use them as part of your focus group for improvement surveys?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is certainly something we are going to look into. The Sarah Hope Line is relatively new. This approach for TfL is relatively new. We want to look into how we can provide ongoing support. We have certainly said we are here for as long as is necessary for people. We try very hard to fulfil that obligation when people contact us and are engaged with the line itself. It is a start and there is a lot more we want to do.

Caroline Pidgeon MBE AM (Chair): We will want to get details of at least what your core staffing is to understand how the line works. Shaun wanted to come in quickly.

Shaun Bailey AM: I will make this very short. The point has been made about working with the MPS and the work it has done around victim support. It has improved. It started at a very low place.

Surely, as two mayoral controlled bodies, you could be writing to the Mayor to ask him to prompt them to help you some more. You made a comment that you do not always get the information about an incident from the police. Surely a protocol can be fixed there. We are talking about very traumatic events to Londoners, particularly to the Londoners who are involved. I cannot understand why that has not been addressed in a strong procedural fashion.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): I am no expert and so I am not going to comment on the particulars of it other than to say that the names, addresses and contact details of individuals are a matter for individuals. These are private individuals out on the road network. Clearly, if there is data and information we can get so that we can proactively contact people, of course we can try to do that. That is something that is for the police. In many cases, they are not our customers. They do not have a relationship with TfL.

From my perspective, the key thing - as Sarah has said - is whether people generally know this support is available. That is the best thing we can do to be able to make sure it is used and we can provide support like this. Making sure data is shared is a very difficult area because, of course, it is an individual's data.

Caroline Pidgeon MBE AM (Chair): We may well pick that up as a recommendation. Thank you. Tom, incentives for bus operators, something that comes up an awful lot?

Tom Copley AM: Thank you, Chair. I will start with Gareth. How does TfL incentivise bus operators to prioritise safety?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): We have a range of mechanisms contractually and otherwise with the bus operators for their overall performance. Safety is very much a part of that performance. We do an absolute minimum standard. We audit bus operators every year and there is a minimum standard a bus company needs to attain in its processes and attitude towards safety before they can continue to operate within London. There is a minimum level.

Tom Copley AM: If they do not meet that they cannot carry on?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Absolutely, there is a minimum standard. Above that we have a variety of mechanisms. At the moment we are putting together - going back to the earlier data point - these data sources in order to be able to develop a performance scorecard in this area. It is a brand new initiative. At the moment we are talking to operators about how we might use that information to further upgrade the incentivisation for operators.

The culture we want here is one of complete learning and openness. That is the culture we want to engage in. We use whatever mechanisms we can with the operators but really this is something the operators themselves own. They have their own ideas and their own initiatives. On the very specifics of incentivisation, we are looking at the scorecard and set of measures we are developing and seeing how we can put that into the overall monitoring and management regime we have with the operators.

Tom Copley AM: Why do you not have a direct link between operator safety records and financial rewards or penalties?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is not something we have had explicitly in the past in terms of the specific use of individual data and so on. It is something we are looking towards doing. Clearly the precursors to those that we talked about before - such as driver quality monitoring, customer surveys and so on - are things we take into account when looking at overall operator performance and whether we award new contracts and so on. That is used in that process as a measure of whether the operator's training and so on is effective.

Tom Copley AM: As a scoring mechanism?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes. Those surveys produce a score. Their scores are discussed with the operators and are used for benchmarking purposes across all the operators across the network, with the aim of driving up the level of scores and making sure overall quality improves. The specifics of using a suite of measures to performance manage operators are something we are looking at very actively at the moment. We have not reached any conclusions on exactly how to do that but we are looking at it right now.

Tom Copley AM: That is interesting. It is something Network Rail does in some areas. Staff have a financial bonus that takes into account safety records and things like that.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Some operators have that approach. Tony might want to comment on that.

Tom Copley AM: Can I bring in Tony here to talk about this issue?

Tony Wilson (Managing Director - London & Surrey, Abellio): One of the things that is prevalent in the whole of the bus business is that it is almost like you should not need any incentives because it is an absolute no-brainer to try to reduce your third party claim costs. It is such a huge amount of money it should be something you go at relentlessly in any respect.

We very much welcome TfL's thoughts on the safety scorecard. Benchmarking is always useful. You can have a league table for everything. The use of benchmarking is to say, "Hang on a second, why are they better than us?" Even if you are the best in the market you cannot be complacent. You should be looking to continuously improve. People move around in league tables. It is a way of measuring yourself against other people, "Why is it they are better than us? What could we do differently? How could we improve?" It should be almost a natural thing. We are a commercial business. We should be interested in the vast cost of those third party claims so we should not need that massive incentive. It should be so glaringly obvious that you try to reduce it to the absolute minimum. There is a point, when you get to the absolute minimum, of where you go next, if you ever get there. That is semantics in many respects.

Caroline Pidgeon MBE AM (Chair): We have two primary schools before us today. We have Mowlem Primary School from Tower Hamlets and Marion Richardson Primary School from Tower Hamlets. You are very welcome. This is the Transport Committee. We have guests before us and we are looking at how we can make our buses even safer on the roads in London. Back to you, Tom.

Tom Copley AM: How do you balance up waiting time targets and safety targets? Is there a conflict between the two?

Tony Wilson (Managing Director - London & Surrey, Abellio): In terms of the way I am incentivised - as well as my top team and the senior middle managers - we do have some specific safety targets in there. You can always argue that one incident is too many. To set this benchmarking we do have safety targets within our own bonus scorecard. There is very much a direct relationship. We report it up to our board on a monthly basis. The whole organisation has a safety emphasis that is very visible to all. It is overt. It is out there. The aim is to get better.

Tom Copley AM: Are you looking at other organisations for inspiration as to what could be brought in in terms of safety measures?

Tony Wilson (Managing Director - London & Surrey, Abellio): Yes, very much so. That is something that, again, is evolving. In our instance we can go and look at the rail industry. In Abellio we have far more rail operation than we do bus. What is it that they do that we could do better? How do they get messaging across? We talk about driver behaviour and those messages. What tools do they use to get those messages out? It is very much an outward looking process as much as it is inward. We welcome TfL's wider view because we do not directly go and talk to our competitors. That is not the nature of the market. Having a safety forum, as we said earlier, where we can discuss those things is very helpful for us.

Tom Copley AM: Unless someone is burning to come in I will leave it there because I am aware of the time.

Caroline Pidgeon MBE AM (Chair): Lovely. Thank you very much indeed, Tom. Wayne?

Wayne King (Regional Co-ordinating Officer, Unite): The very title of “incentive for safety” sums it up better than anything else. You should not have to incentivise safety. As Tony said, it should be the bottom line. It should not be about trying to reduce third-party claim costs, either. It should just be that that is what the bottom line is. There should no incentive.

What there probably should be is the opposite; there should be penalties. I am not aware of anything in the tendering process that says, “If you are a continually unsafe operator, you can lose the route or the contract”. If you really want to make this something people are going to take seriously then that needs to be a part of it. If good high standards are set, not minimum standards, and do not reach them or continually are in breach of them then there should be the risk that you will lose that contract because you are not safe.

Caroline Pidgeon MBE AM (Chair): Thank you for that. Let us move on to bus technology. Jane [Lupson] started mentioning this right at the start. Shaun, you are going to lead this for us.

Shaun Bailey AM: My first comments are mainly to Gareth [Powell] and Tony [Wilson] to start and then anybody can come in. How does TfL use its influence to improve safety through better bus design and new technology?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): I will answer that one, if I may.

The Bus Safety Standard is designed to have a holistic approach to the whole of the bus, both in terms of technology and vehicle design. We know from road safety research that TfL has done recently around vehicle technology that that has probably been the single biggest cause of our reduction in KSIs in London. It makes sense that we then take what has been developed - particularly in the car industry and also latterly in the HGV industry - and apply that to buses. We have done a couple of trials already. One was around cyclist and pedestrian detection. Another was around bus intelligent speed adaptation (ISA) and speed-limiting the buses. The Bus Safety Standard is designed to do that a bit more holistically and also to have an evidence-based approach. I mentioned earlier that we have been doing some work looking at the police collision investigation files and so, instead of thinking that a technology sounds like a good idea, we can really understand whether it would have prevented a fatality or serious injury.

The point we are at now is that we have a long list of potential countermeasures we want to trial. These vary from things that will reduce KSIs outside the bus to things we can do inside the bus to the bus interior to prevent or mitigate injuries to bus passengers. We are going to be letting that as a whole contract to an independent test house so it can take those different technologies and test how they interact with each other. We then want to come up with a shorter list that will be included in our vehicle specification. That will be rolled out subsequently on all new buses.

During that process there will be some quick wins that come out. Things that may not be technological but a little bit simpler, maybe in terms of internal bus design, that we can do more quickly. In which case, of course, we will introduce those more quickly. In some aspects as well we may have different issues with different types of vehicles; in which case there may be evidence that we should do some retrofitting. However, the overall proposal is that they will come onto new vehicles.

Shaun Bailey AM: Can you give us an idea of any new technologies you have already implemented or that are in the pipe or on the way down? If you drive a car, you readily see that there are new active systems coming all the time: pedestrian detection, self-braking and all that kind of stuff. Are we beginning to see that in buses? Do you have that planned? Have you done anything recently that I should be happy about? I use the bus a lot.

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): Pedestrian autonomous emergency braking is very much in development at the moment. That will be part of the first tranche of the Bus Safety Standards. Although we will introduce the standard at one given point in time, part of the work will also be to develop a roadmap whereby we know some of this technology exists but it might not be ready for a bus yet. From the research the autonomous emergency braking came out on top.

Of course, we have some challenges with that. If the bus is stopped automatically, then it is whether that harsh braking would result in injury inside the bus when we have standing passengers. There will be a lot of testing around what the thresholds are for that stopping, and also whether the bus comes to a complete stop or just reduces its speed right down before a collision occurs.

The other thing that will be first on the list to look at is the front of bus design. There has been a lot of research done into how the shape of the front of the bus could influence how an impact with a pedestrian occurs, to try to reduce the impact or certainly to reduce the incidence of them going under the bus if they are struck by the bus.

It is also really simple things like the mirrors. That is certainly something we will be looking at to make sure the mirrors reduce the blind spot, through to the arms that the mirrors are attached to that need to be able to flip back if there has been a collision. That is something we will be doing quickly this year.

Shaun Bailey AM: Two last questions in the interest of brevity. Can you give us an update on the iBus? Can you tell us if there is any potential risk to the quiet nature of electric and hydrogen buses?

Jane Lupson (Bus Collision Reduction Programme Manager, Transport for London): iBus 2 is due for rollout in 2021. In that sense we will be looking to introduce a lot of the technology-side through iBus rather than having bolt-on solutions. A good example of that is ISA. From that point ISA will be inbuilt into iBus. Obviously we want to introduce that sooner than 2021 so it will be a bolt-on solution for that interim period.

In terms of the quiet buses, there is going to be new legislation around acoustic vehicle alerting systems. This also forms part of the Bus Safety Standard because, of course, for hybrid and electric vehicles we want to ensure that there is a sound so that it is not causing a danger to partially sighted users and pedestrians, but also that that sound is consistent across the fleet. It could get very confusing if every different bus was fitted with a different sound. That is something we are working on.

Shaun Bailey AM: I make a plea as someone who lives near a bus stop. The diesel engine was horrifically loud and ruined my life for many years. You need to think very carefully about what that sound is, how it sounds and how far it travels. Chair, I will stop there. Thank you.

Caroline Pidgeon MBE AM (Chair): Maybe in our follow-up correspondence we could get a timescale to get a feel for when you are hoping to roll stuff out and so on would be helpful because that is obviously important. There are some great initiatives. As you say, there is an awful lot you can learn from the stuff on lorries.

Let us go to our final area of questions. Florence, you are going to lead this on road design.

Florence Eshalomi AM: I am sure we have all seen the statistics in terms of collisions and the number of dangerous hotspots where there have been, unfortunately, fatalities of bus passengers. Just earlier this year there was a major accident just outside the Town Hall in Brixton, my constituency. My understanding is it was quite serious and a lady lost her leg.

In terms of looking at road design and layout, what more can TfL be doing to look at improving that, Gareth?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): It is a very important area. When you look at reducing the likelihood of an incident occurring, the road layout, design and how people interact with it is very important. There is work ongoing at the moment to continue to update where bus casualty hotspots might be occurring. We will look at where those are and then look at the highway design characteristics and who the users of the highway in that area are likely to be.

We have done quite a lot of work over recent years, particularly with the introduction of the Cycle Superhighways, to look at different types of interventions for making the overall road environment safer. Speed is an important part of that. Slower speeds are a very important contributor to making the road environment safer as is, in some cases, the width or indeed the nature of the pedestrian crossings; the way bus stops are sited, and the prevalence of pedestrians to go from one side of the road to another to go to a different bus stop to go in a different direction and so on. As Tony [Wilson] said before, the siting of bus stops versus the route the bus is taking after the bus stop and so on are all factors that are under active consideration at the moment.

We do regularly update our highway design guidance. That is the book by which we try to improve the standard of highway design, not only for our own design on our road network but, of course, for the London boroughs and the work that is done on their networks.

There is quite a lot here that is very active. Trying to get an improvement in the overall safety environment for buses, and for all road users, is a constant area of focus for our road safety team and highway designers.

Florence Eshalomi AM: Will any of the £200 million that is earmarked for bus priority measures be used specifically for addressing any of those hotspots?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): The focus of the bus priority measures is to put bus priority schemes in. Those bus priority schemes, when we put them in, need to be done in a way that is safe. Of course, there are advantages and disadvantages to bus priority, particularly in relation to pedestrian conflicts. An advantage of bus priority is that we have evidence to show segregation of different types of traffic improves the overall safety of the network. On the other hand, bus priority measures are generally operating in close proximity to pavements and elsewhere. We do have a steady flow of buses in those areas that is good for safety, but sometimes pedestrians might be tempted to try to cross a bus lane only to find traffic coming next to it and then being in a very vulnerable position indeed. There is quite a lot here to get right.

There are specific road safety budgets contained within the overall Healthy Streets portfolio to be prioritised. The bus priority has to be done in such a way as to improve safety as well as the performance of the bus network. That is the focus of those individual scheme designs.

Florence Eshalomi AM: Wayne and Tony [Wilson], in a number of different areas across London there are all of these big schemes and changes to the road layouts. Do you feel your drivers have sufficient information when there are changes to some of their routes?

Wayne King (Regional Co-ordinating Officer, Unite): These things do not pop up. There is knowledge they are coming or they are planned to come in. There is not enough proactive behaviour to make sure drivers are aware. I am not convinced that the risk assessments per route are done on a regular enough basis. They are done once every now and again, maybe. There should be a rolling period. There should be a cycle of risk assessments for every single route in London because there will be bits of it that change, such as whether buses go closer or further from schools. There is not enough risk assessment done to make sure we have things in place that might stop them first.

We have a behaviour of not including the experts. The experts are the drivers. We all look into this. This is their daily existence of driving these roads. We do not have enough involvement of the real experts about what needs to happen about the best ways to risk assess or run a route. If we can do that then we have a chance of getting better changes more quickly.

Florence Eshalomi AM: For clarity, say, for example, there has been a big improvement to a junction or a road layout. When are the drivers involved? Is it a case of, "We have a fantastic new layout and lots of money has been spent by TfL and the local councils"? Is the first time the drivers know about it when they come back onto their buses?

Tony Wilson (Managing Director - London & Surrey, Abellio): Not in reality, of course. There is a long process. None of these things happen overnight.

Florence Eshalomi AM: I am thinking there may be diversions or they will be taking other routes whilst that work is going on.

Tony Wilson (Managing Director - London & Surrey, Abellio): There are maps and guidance given every time there is a diversion. I have mentioned earlier the route booklets we have produced. In those you will find a certain number of drivers will be attributed with having contributed to those routes. The drivers at that point have been engaged in it. The crucial point, that Wayne makes very well, is that if there is a change that that is reflected in the book and we do consult with the drivers or, what I would really like to see, the drivers come and tell us of the changes. Some of them are not major schemes that have changed. Some of them are day-to-day type things that happen. I would love to think they feel comfortable in coming and telling us that these have happened. That does happen, to be honest. It is trying to keep the information up-to-date and getting the communication out there effectively.

Florence Eshalomi AM: One of the other things I wanted to raise in terms of road design and layout is floating bus stops. Gareth, you have probably received correspondence from me on one of the more controversial ones that has been proposed outside St Thomas' Hospital. It got to the stage where, unfortunately, the trust thought it had to go down the digital review route with TfL because it felt some of the concerns it was getting back from patients were not being addressed. Do you feel that floating bus stops are safe?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): There are many advantages of floating bus stops. They do reduce some of the conflicts buses have when they have to pull in and out of traffic and also with not cutting across a flow of cyclists as in the past, without segregated and provisioned for bus stops, would have had to have happened.

However, we are reviewing and monitoring exactly what is happening at the floating bus stops we have at the moment. They are a new intervention associated with the Cycle Superhighways. They are being reviewed in order to be able to ascertain precisely what is happening. We do not have any evidence so far that they are not safe but we are taking a very keen interest in them to make sure that all the things about them are working to the best advantage. In almost all cases, the positioning of them is sufficient that we can get all the bus infrastructure into them. It is quite important that it is a proper sheltered bus stop, etc., so that there is a good place for pedestrians to be. It is a new thing that has been associated with the Cycle Superhighways. It has been raised with us and we are monitoring it very closely.

Florence Eshalomi AM: Does anybody else want to comment on floating bus stops? Have you had experience of using floating bus stops, Sarah?

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): No.

Florence Eshalomi AM: There is a segregated cycle line and on the other side there is the bus stop. Essentially, pedestrians will have to cross over that cycle lane to get to the bus stop. There have been some concerns around near-collisions. It is a case of more people using that shared space.

Sarah Hope (Victim Support Consultant, Transport for London, and Founder, Sarah Hope Line and Elizabeth's Legacy of Hope): I do not think I have used them.

Florence Eshalomi AM: From the bus operator's perspective, have you seen them?

Tony Wilson (Managing Director - London & Surrey, Abellio): I have not heard anybody comment on them. I am glad you gave an explanation of what it was because I was thinking, "What is a floating bus stop?"

Caroline Pidgeon MBE AM (Chair): We are all a bit techie here.

Tony Wilson (Managing Director - London & Surrey, Abellio): It is a Dutch invention, I believe, which I should have known because I work for a Dutch company, but there you go. No, I have not heard any comment on that, to be honest. I have had an experience of my own getting off in the middle of Blackfriars Road, thinking it was a dual carriageway and nearly stepping out in front of another bus; not one of mine, thankfully. I can quite understand the issue.

Caroline Pidgeon MBE AM (Chair): Stratford has one in place. Maybe we should write to whatever bus companies operate on that stretch to find out if they have any comments.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): There are a number in operation. We can give you the details in writing.

Florence Eshalomi AM: Could we get some information? My understanding is that a number of them are having trials with zebra crossings in them. That would probably make them safer and so it would be good to get some information on how that is working.

Caroline Pidgeon MBE AM (Chair): Gareth, I will ask you to contact the bus companies and get us some evidence on that.

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Yes, we can do that and write back to you.

Florence Eshalomi AM: A final one was around the big changes at Tottenham Court Road that were announced last year by Camden Council and TfL. How do you feel that shared space with buses and pedestrians will work and will it help improve bus safety?

Gareth Powell (Director of Strategy and Contracted Services, Transport for London): Shared road space between all different types of vehicles and users is clearly a big issue. There are a number of schemes that are looking at shared space between pedestrians and buses, such as Tottenham Court Road that you mentioned.

The key for these areas is going to be about clear demarcation and clear understanding of how these things work. In general, buses will be traveling very slowly in these zones. A bus travelling very slowly, stopping and starting at frequent bus stops, is a better interaction than perhaps a HGV or car going through a similar sort of area. We are not against them in any sense. We think they could have a part to play. Clearly they have to be done very carefully and we have to evaluate what they do. That is part of our role.

Caroline Pidgeon MBE AM (Chair): Thank you very much. That brings an end to our questions this morning. Thank you all so much for your contributions. Thank you Sarah, Wayne, Jane, Gareth, Chris and Tony. If there are any things that you wish we had asked and we have not - I know CIRAS has already given us some detailed evidence - and there are other things you think of, please do put them in writing to us as part of our investigation.

Subject: Summary List of Actions

Report to: Transport Committee

Report of: Executive Director Secretariat

Date: 2 March 2017

This report will be considered in public

1. Summary

1.1 This report sets out the actions arising from previous meetings of the Transport Committee.

2. Recommendation

2.1 **That the Committee notes the completed and outstanding actions arising from previous meetings of the Committee.**

Actions arising from the Committee meeting on 2 February 2017

Item	Topic	Status	For Action by
6.	<p>Bus Safety</p> <p>During the course of the discussion, the Committee requested the following further information in writing:</p> <ul style="list-style-type: none"> • Details of the Sarah Hope line's core staffing and an explanation of its funding from TfL; • The conclusions from the review into the Notification and Investigation of Major Incidents (NIMI) process from TfL; • The consideration of whether TfL would involve CIRAS at their Health and Safety Committee meetings; • A timeline of the bus safety technology TfL will be rolling out up to and including the introduction of iBus 2; • A list of locations of all the floating bus stops, and feedback from bus operators on their success or any safety issues from TfL; 	Ongoing.	Transport for London (TfL) / Abellio

Item	Topic	Status	For Action by
	<ul style="list-style-type: none"> • Details of the budget for road safety included in the Healthy Streets portfolio from TfL; and • Details of whether Abellio would provide health and safety representatives and union colleagues access to Notification and Investigation of Major Incidents (NIMI) reports and share investigation data with them. 		

Actions arising from the Committee meeting on 11 January 2017

Item	Topic	Status	For Action by
6.	<p>Bus Network</p> <p>During the course of the discussion, the Committee requested the following further information, in writing, from Leon Daniels, Transport for London (TfL):</p> <ul style="list-style-type: none"> • A breakdown of the bus routes which had seen the biggest fall in passenger numbers; • Details of the arrangements being investigated and proposed improvements to the plans at Archway; and • A breakdown of the figures for bus passenger numbers for outer, central and inner London. 	Ongoing.	TfL

Actions arising from the Committee meeting on 9 November 2016

Item	Topic	Status	For Action by
6.	<p>London Underground's Major Projects</p> <p>The Committee requested the following information in writing from TfL:</p> <ul style="list-style-type: none"> • A breakdown of how many Night Tube passengers were buying a ticket specifically to travel at night, compared to how many already had daytime tickets or travelcards; • A breakdown of how many Night Tube noise complaints related to surface and sub-surface tube stations; 	Completed. The response letter is enclosed at Appendix 1 .	TfL

Item	Topic	Status	For Action by
	<ul style="list-style-type: none"> • A list of all the stations that have been subject to a Night Tube noise complaint (and how many at each); • The number of Night Tube noise complaints from individuals and the number sent on behalf of a group of people; • A follow-up to the suggestion that users of the Night Tube be actively encouraged to reduce noise disturbance for people living around Tube stations; • Data on trends in (i) Night Bus usage, including supplementary routes, and (ii) taxi and private hire usage (by Night Tube station taxi rank), since the Night Tube was introduced; • Information on TfL's plans to increase the number of manual boarding ramps at tube stations; • Information on the maintenance cycle of Tube station lifts, including duration of maintenance, when and where the work is carried out; • An estimate of how many Tube station lifts were out of service at any given time; • Details of lifts currently scheduled for renewal; • A follow-up to the suggestion that passengers be given clearer advice that they must touch out when gates are left open, both during major events and when the gates were not staffed; • The amount of space at Tube stations currently used for retail in Zone 1, and how much space would be used for retail by 2020; • The level of income TfL receives from retail outlets at tube stations, and how much it would receive by 2020; • Information on any remedial measures being implemented to tackle persistent flooding at Hyde Park station; and • Further detail on the phasing of the New Tube for London and Four Lines Modernisation programmes, including the target dates for capacity upgrades on each of the lines. 		

Item	Topic	Status	For Action by
8.	<p>Transport Committee Work Programme</p> <p>The Committee delegated authority to the Chair in consultation with party Group Lead Members to produce a written submission to the House of Commons Transport Committee inquiry on urban congestion.</p>	Ongoing. The submission is likely to be made following publication of the Committee's report on congestion in the New Year.	Scrutiny Manager

Actions arising from the Committee meeting on 11 October 2016

Item	Topic	Status	For Action by
6.	<p>Traffic Congestion</p> <p>The Committee also noted the undertaking by Cllr Feryal Demirci to provide a written update to the Committee on the London Councils Transport and Environment Committee review of the London Lorry Control Scheme.</p>	Ongoing. The Chair has written to Cllr Demirci to request the additional information.	Cllr Demirci

Actions arising from the Committee meeting on 15 June 2016

Item	Topic	Status	For Action by
5.	<p>Pedestrianisation of Oxford Street</p> <p>The Committee requested the following further information in writing from TfL:</p> <ul style="list-style-type: none"> Detailed data on incidents on Oxford Street and their causes; and A follow-up to the suggestion that bus drivers' views be canvassed on the safety of driving on Oxford Street. 	Ongoing. The Chair has written to TfL to request the additional information.	Managing Director, Planning, TfL
	Authority was delegated to the Chair, in consultation with party Group Lead Members, to agree a response to a forthcoming TfL consultation on Oxford Street pedestrianisation.	Ongoing. Awaiting formal consultation.	Chair

3. Legal Implications

3.1 The Committee has the power to do what is recommended in this report

4. Financial Implications

4.1 There are no financial implications to the Greater London Authority arising from this report.

List of appendices to this report: Appendix 1 – Letter from TfL dated 3 February 2017

Local Government (Access to Information) Act 1985
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List of Background Papers: None

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3 February 2017

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Dear Caroline,

London Assembly Transport Committee, 9 November 2016

Thank you for your letter of 15 November following Mark Evers', Steve Griffiths' and my attendance at your meeting alongside John Stewart from London TravelWatch. I am pleased that the Committee found the discussion helpful.

I apologise for getting the Night Tube performance data to you so close to your meeting. However, I hope that the Committee found our explanation of this data, and subsequent update, helpful. Our responses to the requests in your letter are set out below.

A breakdown of how many:

- **Night Tube passengers were buying a ticket specifically to travel at night, compared to how many already had daytime tickets or Travelcards**
- **Night Tube noise complaints related to surface and sub-surface Tube stations**

Of the 1.9 million journeys on Night Tube services at the end of November 2016, 50 per cent used uncapped pay as you go (Oyster or contactless), 10 per cent used pay as you go (Oyster or contactless) so the journeys were free due to daily capping, around 37 per cent were made using Travelcards and the remaining three per cent used paper tickets.

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To date, we have received 119 complaints regarding noise and vibration from Night Tube. Of these, 38 are related to surface-level stations and 81 relate to stations which are underground.

A list of all the stations that have been subject to a Night Tube noise complaint (and how many at each)

A list of noise complaints by Night Tube station and line is provided at **Attachment 1**.

The number of Night Tube noise complaints from individuals and the number sent on behalf of a group of people

All of the complaints detailed in the table at **Attachment 1** were from individuals. As part of our commitment to being a good neighbour and working to resolve or mitigate noise issues promptly, we also engage directly with residents groups. There are seven local noise action groups that we are aware of and we have worked with each of these groups to resolve issues affecting some residents in Pimlico, Baker Street, Notting Hill Gate and Bethnal Green before Night Tube services began.

We have also met with noise action groups representing residents living near Walthamstow Central, Seven Sisters, and Woodford stations as part of our work to mitigate noise and vibration issues. We have set out our plans to address their concerns and have set clear timescales for when this work will take place.

We are monitoring the persistence of noise in the East Finchley area following rail grinding. We carried out grinding work on this section of track to ensure that the rails were in good condition ahead of the Night Tube. We have worked hard in this area and I am pleased to report that our latest readings from the area show that the situation has vastly improved. I thank the Committee for acknowledging our efforts to work with residents to understand and address their concerns.

A follow-up to the suggestion that users of the Night Tube be actively encouraged to reduce noise disturbance for people living around Tube stations

I thank the Committee for its suggestion of a publicity campaign to encourage revellers to be considerate of our neighbours when leaving stations after a night out.

Considering the small scale of this issue, we determined that local station PA announcements, where relevant, is a more effective and affordable way to achieve this goal. Specifically, we remind customers at our busy central London stations to be considerate of our neighbours when they arrived at their destination. We will continue to monitor noise levels around Night Tube stations, be it from customers, PA announcements or the service itself and take action as required.

As part of our commitment to being a good neighbour, we have a Noise and Vibration Steering Group. This group looks at complaints about station noise, including noise from customers. Since Night Tube services began, we have only received one complaint relating to customer noise. This was considered an isolated event, but we will work to ensure these types of incidents are kept to a minimum through our customer communications, service delivery and ensuring our customers have options to continue their journey home from our stations.

As we explained to the Committee, we are very pleased that Night Tube is a low-crime environment, and we have seen a positive knock-on impact to the local area around bus stops and on night buses, with a reduction in crime close to stations since they opened for Night Tube. This is attributed to less waiting time for transport, which would also contribute to reduced customer noise in residential areas.

Data on trends in (i) Night Bus usage, including supplementary routes, and (ii) taxi and private hire usage (by Night Tube station taxi rank), since the Night Tube was introduced

We are pleased with the take-up of the Night Bus routes that were introduced or enhanced to support Night Tube services. With the fifth Night Tube line launched on 16 December and further enhancements to the Night Bus network to come to support the service, it is too early to draw trends from our data. While the data show our customers are using the new or enhanced routes to help them complete their journeys – with an average of more than 5,000 passenger journeys each weekend – it is too early to tell how much of this increase is due to seasonal factors or the new services.

As expected, there has been some decline on Night Bus routes parallel to the new services. Data comparing the average usage from three weekends prior to the Night Tube to the three weekends ending 4 November (i.e. before the Night Tube on the Northern line was launched) is below. To give context, the average number of total Night Bus passenger journeys on a typical weekend is 330,000 journeys.

Route Category	Aggregate average weekend usage (passenger journeys)
Parallel to the Central/Victoria lines	-6,700
Parallel to the Jubilee line	-6,200
New routes and enhanced routes	+5,100
All other Night Bus routes	+3,200
Total change across all routes	-4,600

We will carry out comprehensive analysis to better understand these impacts and we will be in a position to update the Committee with our findings by March 2017. This analysis will take account of seasonal factors and the impact of marketing and launch activities on the use of services to provide a clearer picture of actual usage as customers establish more regular travel patterns. It will also inform any adjustments to Night Bus services to reflect changes in their use on weekends.

There are taxi ranks at 87 Night Tube stations to help our customers complete the final leg of their journey safely. Unfortunately we do not have specific data on the use of these ranks as taxi drivers are self-employed and journey details are not shared with us. However, we are considering ways to monitor the use of these ranks, which will help inform planning for potential new ranks at other Night Tube stations.

Information on TfL's plans to increase the number of manual boarding ramps at Tube stations

The Mayor has challenged us to ensure London is truly open to everyone and our Business Plan outlines a more ambitious approach to achieve this. By the end of 2021/22, more than 40 per cent of Tube stations will have step-free access to all platforms. Over the next five years, some of our busiest stations will become step-free. These include Bond Street, Finsbury Park, Tottenham Court Road and Victoria. We will also focus on improving accessibility at stations across London, including Colindale, Harrow-on-the-Hill, Newbury Park and Knightsbridge.

As part of our plans for line upgrades we will provide level access at Tube station platforms which are step-free to/from the street. This will involve permanent works such as the installation of platform humps or, where permanent works are not feasible, the provision of manual boarding ramps. For lines which are not being upgraded in the near future, we will develop more innovative ways to fund step-free projects and to use new technology and construction techniques so more can be delivered. We will keep the Committee updated on this important work to ensuring our network is as accessible as it can be to all Londoners.

Tube station lifts requests:

- **Information on the maintenance cycle of Tube station lifts, including duration of maintenance, when and where the work is carried out**
- **An estimate of how many Tube station lifts were out of service at any given time**
- **Details of lifts currently scheduled for renewal**

Our Tube station lifts are routinely serviced, with the frequency ranging from once every two weeks to every 12 weeks, depending on the lift type. All lifts are given a full maintenance service (similar to an MOT) every six months. Major maintenance interventions, enhanced maintenance interventions and refurbishments are planned at five to seven year intervals, with the exact timing depending on the lift's usage and condition. Our lifts are generally replaced every 20 to 40 years, depending on their type, usage and conditions.

We publish lift availability summaries quarterly showing the duration and the reason why lifts were out of service across our network. These reports are available online at <https://tfl.gov.uk/corporate/publications-and-reports/lift-availability>. We also publish a six months look ahead document, which details forthcoming station, lift and escalator closures. Station closures which affect step-free access are clearly highlighted in this document, which is available on our website at <https://tfl.gov.uk/campaign/tube-improvements/what-we-are-doing/minimising-disruption>.

We do not publish the details of lifts which are scheduled for renewal as projected timings can change. For example, if we identify that scheduled works clash with an event or other works at the station that may compound the impact on our customers, we look to reschedule works to minimise disruption. We use various communication channels to provide the latest travel information to our customers. These include the live travel news page on our website, Twitter, electronic service update boards at stations, customer announcements and our free text and email travel alert service. We will look at ways to ensure our customers are made aware of these renewal works as early as possible to help them plan their journeys in advance.

A follow-up to the suggestion that passengers be given clearer advice that they must touch out when gates are left open, both during major events and when the gates were not staffed

Since the launch of contactless payment, we have had wide-reaching marketing and customer communications in place across the network to promote the importance of touching in and out at our Oyster readers. Examples of the posters which are visible across on the network are provided at **Attachment 2**. Regular PA announcements also remind customers to touch in and out. These are played in our stations every 20 to 30 minutes and we will review these to look at whether they can be more effective.

We have recently done some work to identify the stations where gates are left open most frequently due to a staff member not being at the gates. We are reviewing this to look at how we can reduce the incidence of gates being left open for this reason and to improve the information we provide for customers at these stations so they understand the need to touch in and out.

When gates are left open for major events, such as the Notting Hill Carnival or football matches, we apply auto-complete settings so that our customers' journeys are automatically completed on our systems even if they do not touch out. During busy periods we may leave the gates open so that customers can pass through the station quickly. However, passengers with Oyster cards and contactless payment cards should still touch out on the yellow readers even when the gates are open. We appreciate that the open gates may cause confusion for some customers at these times and we are looking at our communications during major events to sort this out.

We will look at using the whiteboards at our stations to also remind customers to touch in and out when the barriers are left open.

The amount of space (in square metres) at Tube stations currently used for retail in Zone 1, and how much space would be used for retail by 2020

We currently have 14,835sqm of retail space at Tube stations in Zone 1. Only a limited amount of this space is on the paid side of the gate lines (for example, kiosks), with the majority above or around the station and within the station environment. We are growing our retail estate in Zone 1 by identifying opportunities to make the most of our assets, including converting non-operational areas of stations into commercial use. We do not have a specific target for how much floor space is to be converted to retail outlets by 2020.

The level of income TfL receives from retail outlets at Tube stations, and how much would it receive by 2020

In 2015/16, we generated £30.1m in revenue from our retail estate. In 2020/21, we expect to generate £31.9m. We are investing in improving our retail estate and creating new space. While this capital expenditure is expected to mean only limited increases in income generated from retail by 2020/21, we expect that our investment programme will generate greater revenues to re-invest in the transport network in the future.

Information on any remedial measures being implemented to tackle persistent flooding at Hyde Park station

The recent flooding at Hyde Park Corner station was due to a Thames Water mains leak. The leak caused water ingress to the local area, including the Tube station, pedestrian subways and the Wellesley Hotel. Thames Water and our contractor remained on site throughout the incident and supported the station to minimise any disruption to customers. Extra cleaners were also there to keep the subway area clear of flooding as much as possible. After an initial closure we were able to re-open the main exit leading to Hyde Park. The second entrance remained closed as a water pump was in place to remove water from the station ticket hall.

If there are any further water mains leaks in the area, there is a risk of flooding and Thames Water is monitoring this risk. To reduce any future risk to station operations, a simpler escalation process has been put in place. As a result of this incident, we now have a named direct contact in the Thames Water Escalation Team who understands the specific details of the incident and is able to put resources in place immediately should a similar issue arise. This means we will be able to respond more quickly to any similar incidents in future.

Further detail on the phasing of the New Tube for London and Four Lines Modernisation programmes, including the target dates for capacity upgrades on each of the lines

We are modernising the Piccadilly, Central, Bakerloo and Waterloo & City lines – known as the Deep Tube Upgrade Programme (formerly New Tube for London). Capacity-boosting works will begin on the Piccadilly, Bakerloo, Central and Waterloo & City lines. The Piccadilly line will be upgraded first with new signalling and trains, increasing capacity by 60 per cent. The re-signalling work will start in 2020, with new trains arriving from 2023.

We are also transforming the Circle, District, Hammersmith & City and Metropolitan lines. When the work is completed by 2022, increased capacity and boosted reliability will make journeys faster and more comfortable.

The table at **Attachment 3** shows the phasing of these programmes including target dates and increases to the capacity of each line.

Yours sincerely,


Mark Wild

Copy to: Richard Berry, London Assembly Transport Committee Scrutiny Manager

Attachments:

Attachment 1 – Noise complaints received by Night Tube station and line
(Current at 12 January 2017)

Attachment 2 – Customer information examples

Attachment 3 – Schedule of Tube improvement works

Attachment 1 – Noise complaints received by Night Tube station and line
(Current at 12 January 2017)

Night Tube station/line	Number of complaints
Central line (total)	35
Woodford*	8
Bethnal Green	8
Wanstead	7
Stratford	3
Shepherd's Bush	2
Holland Park	1
Notting Hill Gate	1
Leyton	1
East Acton*	1
Snaresbrook*	1
Gants Hill	1
Liverpool Street	1
Jubilee line (total)	6
St John's Wood	1
Canons Park*	2
Kilburn*	1
Swiss Cottage	1
Kingsbury*	1
Northern line (total)	38
Mornington Crescent	6
East Finchley*	5
Kennington	4
Camden	3
Kentish Town	3
Finchley Central*	2
Stockwell	2
Golders Green*	2
Colindale*	2
Tooting Bec	2
Burnt Oak*	1
Oval	1
High Barnet*	1
Belsize Park*	1
Highgate	1
Archway	1
South Wimbledon	1
Victoria line (total)	27
Highbury & Islington	6
Seven Sisters	4
Vauxhall	3

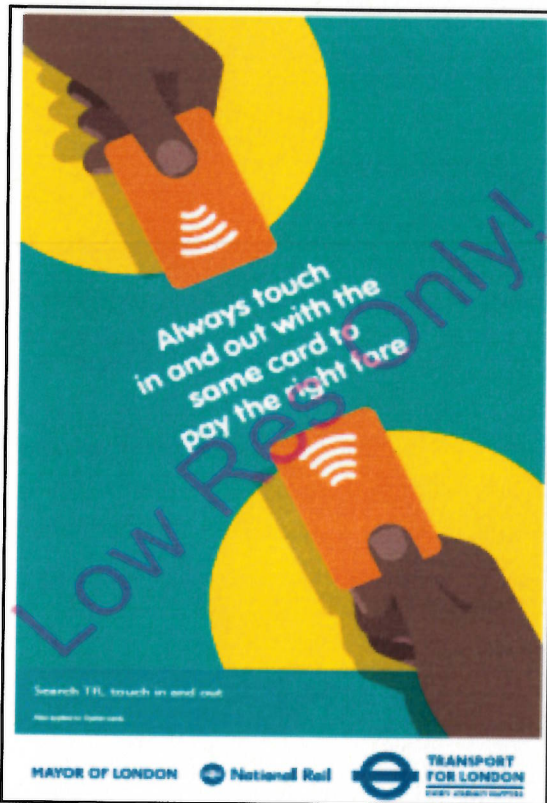
Pimlico	3
Warren Street	3
Blackhorse Road	3
Tottenham Hale	2
Victoria	1
King's Cross	1
Brixton	1
Piccadilly line (total)	13
Osterley*	3
Stamford Brook*	2
Barons Court*	2
Chiswick Park*	2
Gloucester Road	2
Acton Town*	1
Southgate	1

Notes:

* Surface-level station

Where complaints are from locations between stations, the nearest station is provided.

Attachment 2 – Customer information examples



Attachment 3 – Schedule of Tube improvement works

Line	Current max peak frequency July 2016 – trains per hour (tph)	Maximum Planned Peak time frequency (tph) target and date	Overall capacity benefits		
Piccadilly	24tph	33tph by 2026/27	64 per cent increase*		
Bakerloo	22tph	27tph by 2028/29	37 per cent increase		
Central	27tph (average for peak 3 hours through central section)	33tph by 2033/34	30 per cent increase*		
Waterloo & City	22tph	27.5tph (Completion date is under review)	40 per cent increase		
Circle	6tph	8tph	32tph on central sections by 2022	65 per cent ** increase across two lines 24 per cent ** increase 27 per cent ** increase	33 per cent ** total across the 4LM lines
Hammersmith & City	6tph	8tph			
District	22tph	24tph			
Metropolitan	22tph	28tph***			

Notes:

*Current line upgrade requirements specify 33tph peak services; feasibility work is underway in 2016/17 to confirm the viability of increased service levels up to 36tph on the Piccadilly and Central lines.

**Since the start of the upgrade programme.

***Metropolitan line is 28tph north of Baker Street and 16tph south of Baker Street.

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Subject: Commissioner of Transport	
Report to: Transport Committee	
Report of: Executive Director of Secretariat	Date: 2 March 2017
This report will be considered in public	

1. Summary

1.1 This report sets out the background to a discussion with the Commissioner of Transport.

2. Recommendation

2.1 **That the Committee notes the report, puts questions to the Commissioner of Transport and notes the discussion.**

3. Background

3.1 The Transport Committee seeks to hold a meeting with the Commissioner of Transport every year in order to explore Transport for London (TfL)'s current and emerging priorities, and discuss TfL's response to recent Committee work.

3.2 Recent Committee work includes scrutiny of investigations into traffic congestion and bus services, meetings on surface access to Heathrow Airport and the London Underground, and follow-up work on taxi and private hire services and cycling.

4. Issues for Consideration

4.1 Mike Brown MVO, Commissioner of Transport at TfL, has been invited to attend the meeting.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications arising from this report.

List of appendices to this report: None.

Local Government (Access to Information) Act 1985
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List of Background Papers: None

Contact Officer:	Richard Berry, Scrutiny Manager
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Subject: London TravelWatch Performance Monitoring Report

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 2 March 2017

This report will be considered in public

1. Summary

- 1.1 This report sets out the report of the Chief Executive of London TravelWatch on the organisation's performance for the first six months of 2016/17.

2. Recommendations

- 2.1 **That the Committee notes the financial outturn position of London TravelWatch as at 30 September 2016.**
- 2.2 **That the Committee notes the performance against the agreed objectives of London TravelWatch.**

3. Background

- 3.1 This paper presents the report of the Chief Executive of London TravelWatch setting out the organisation's performance for the first six months of 2016/17 and the financial position as at 30 September 2016. It also provides a high-level summary of performance against London TravelWatch's suite of performance indicators.
- 3.2 The Committee is asked to note the financial position as at 30 September 2016 and the summary of performance against the currently approved suite of performance indicators.
- 3.3 The regular monitoring of delivery against the key objectives featured in the London TravelWatch Corporate Plan will enable the Committee to maintain an overview of London TravelWatch's performance throughout the year. The Committee is asked to note the report.

4. Issues for Consideration

- 4.1 The report of the Chief Executive of London TravelWatch setting out the organisation's performance for the first six months of 2016/17 and the financial position as at 30 September 2016 is attached as **Appendix 1**.

5. Legal Implications

- 5.1 Under Schedule 18 of the GLA Act 1999 (as amended), the Assembly has various powers and duties in respect of London TravelWatch. These include the powers to: agree London TravelWatch's budget, appoint members of the London TravelWatch Board, approve officer appointments made by London TravelWatch, receive London TravelWatch's accounts and audit and, under s.251 of the GLA Act, to issue guidance and directions as to the manner in which London TravelWatch shall exercise its functions.
- 5.2 The Assembly has delegated its functions in respect of London TravelWatch to the Transport Committee.
- 5.3 Under s.34 of the GLA Act 1999 (as amended), the Assembly may do anything which is calculated to facilitate, or is conducive or incidental to the exercise of any of the functions of the Assembly.

6. Financial Implications

- 6.1 There are no financial implications arising directly from this report.

List of appendices to this report:

Appendix 1: Performance monitoring report from the Chief Executive of London TravelWatch

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Mark Roberts, Executive Director of Secretariat
Telephone: 020 7983 4428
E-mail: mark.roberts@london.gov.uk

London TravelWatch Performance Report to 30.9.16

1 Introduction

- 1.1. This report sets out London TravelWatch's performance over the year to date and shows the financial position as at 30 September 2016. It confirms how London TravelWatch is working to meet its key business plan objectives and the outcomes it has achieved for transport users as a result of its work.
- 1.2. We prepare these reports on a regular basis to inform the Transport Committee of our financial and other performance against our business plan. Although this report is based on data to the end of the half year ending 30 September 2016 it was finalised in January 2017. As the last few months have been exceptionally busy, for completeness, we have added information about key policy and other developments to date.
- 1.3. The report also summarises the volume and type of casework activity London TravelWatch handled during the first two quarters and includes a short overview of the main issues raised by the public.

2 Key areas of achievement

- 2.1. London TravelWatch continues to make a real difference for the travelling public in and around London. We made an impact across a range of areas:
 - We reviewed London Underground's ticket office changes for the Mayor of London making a series of detailed recommendations on how to improve the passenger experience, all of which have been accepted.
 - We helped to secure fairer compensation for rail passengers
 - Our work to improve southern rail access for passengers to Heathrow Airport was recognised in Parliament.
 - Our casework team dealt with 5,956 written and telephone enquiries and complaints and took forward 481 appeals from people dissatisfied with how their transport operator had dealt with their original complaint. The vast majority of our casework concerned fares, refunds and performance.

3 Progress against the business plan objectives

- 3.1. This section highlights progress against London TravelWatch's key business plan objectives for 2016-17 and demonstrates the impact our work has had.

Rail services

- 3.2. We continue to produce our quarterly performance monitoring reports which provide independent scrutiny of operators' performance from the passenger perspective and highlight areas of concern for passengers that we raise with operators.
- 3.3. We made written and oral submissions to The House of Commons Transport Select Committee inquiries into improving the rail passenger experience and into rail franchising. We appeared before the Select Committee in June and October 2016. We took the opportunity to warn that many train operators currently see the requirements of the Office of Rail and Road (ORR) as a regulator, and the specification of franchises by Department for Transport (DfT), as representing the needs of passengers - rather than seeking more direct engagement with passengers and their representatives.
- 3.4. We had a productive first meeting with new Rail Minister Paul Maynard at the end of September in which we discussed the particular challenges rail passengers in London face, Southern Rail's performance and the need for further rail devolution.
- 3.5. We consulted passengers over Greater Anglia's proposals for changes to Roydon Station, including the removal of a ticket office, and submitted a formal objection. Following our objection, the operator drew up an alternative proposal which dealt with almost all the concerns we raised. A recent visit confirmed that work to provide an additional ticket machine and CCTV on the country platform has been completed along with new customer information screens on both platforms. The London platform has been completely rebuilt, with improvements to the step/gap between train and platform. In addition, the old ticket office and waiting room has been redeveloped into an enlarged waiting room. We took a particular interest in this station following recommendations made by the Rail Accident Investigation Board about the potential for serious accidents when passengers have to use level crossings in order to purchase a ticket from a different platform from which their train would depart.

Southern Rail performance

- 3.6. Southern Rail passengers continued to suffer from poor service, particularly after the emergency timetable was put in place, which withdrew 341 trains a day from an already reduced timetable. We continued to express great concern about the poor performance and unreliability that Southern Rail passengers are facing, and called for an independent review of the franchise. The quarterly performance monitoring reports referred to in 3.2 mean that we can pick up downward trends in performance and that we have robust evidence of service deterioration.
- 3.7. We had several meetings with Chris Gibb to provide input from the passenger perspective into the Southern Rail resilience review he is carrying out for the Government. In addition, we met the passenger representative who is on the review board.

Rail devolution

- 3.8. We have been putting the case for devolving more suburban rail services to the Mayor for some time and wrote to the new Secretary of State for Transport on appointment highlighting the benefits to passengers. We received a positive response from the Transport Minister, Lord Ahmad, in which he thanked us for the passenger perspective we provided. We were disappointed at the announcement that the Government would not be proceeding with further devolution of rail services in the next round of rail franchising. However, we will continue to input to the franchising programme from the London passenger perspective and campaign for London's new franchises to deliver improvements for passengers at least as good as those TfL would have provided under devolution.

Securing fairer compensation for national rail passengers

- 3.9. Many rail passengers travelling in and around London, who make relatively short journeys, are regularly being inconvenienced by delays that can be as long as the scheduled journey time, with no right to any compensation if the delay is less than 30 minutes. We have been calling for compensation to be available to commuters after 15 minutes since December 2014, including in meetings with senior decision makers. In October 2016, the Government announced that rail passengers suffering from delays of between 15 and 29 minutes would soon be able to claim compensation of 25% of the cost of their fare. Compensation after 15 minutes will be included in all new rail franchises and the Government will be negotiating with existing operators, beginning with GTR, to get the threshold included as part of their delay repay arrangements. We are now helping to shape the new arrangements in meetings with the DfT.

Review of London Underground ticket offices

- 3.10. The Mayor of London commissioned us to review the impact on passengers of the London Underground ticket office changes. Our report looked in detail at how the system is working and whether it can be improved for commuters, occasional travellers and visitors to London. We put forward a range of recommendations that we believe are essential to mitigate the loss of the ticket offices, all of which have been accepted. TfL are preparing an action plan to respond to them.

Public transport access to London's airports

- 3.11. We have continued to promote the findings of our 2014 report into surface transport access to airports. We made a submission to the House of Commons Select Committee's inquiry on this issue and also discussed it at a recent meeting with the Rail Minister. One of the key issues we highlighted was the need for rail access to Heathrow from the south and our research was cited by the Rail Minister in an adjournment debate in Parliament on this.

Issues for bus passengers

- 3.12. Bus speeds have been declining in London, particularly in the centre. We were the first organisation to start to highlight the issue of slow bus speeds in our performance reports, at Board meetings and in press releases, securing a wide range of coverage in the national and local press. TfL are introducing longer hours on a number of bus lanes on their and borough roads to help improve traffic flows.
- 3.13. We continue to prioritise our time and respond only to TfL's consultations on individual bus routes where we think there are implications for passengers more widely across a local area. We have been pleased that, when we do think it appropriate to intervene, we have managed to secure a number of improvements.
- 3.14. During the research for our *Interchange Matters* report it became clear that, whilst train franchises and concessions set out the customer service standards that should be provided at railway stations, TfL do not have similar standards for their bus stations. We have had a number of meetings with staff at different levels within TfL and are pleased that they have accepted the need to agree and publicise what facilities and service passengers using bus stations should expect.

Cycling

- 3.15. We continued to attend TfL's Cycle Safety Working group and bus stop bypass working group to put forward the passenger view and met with all three borough mini-Holland teams as part of the Board's review of its perspectives on cycling.
- 3.16. We held a successful 'Cycling Cities' event in November dedicated to our late Deputy Chair, Ruth Thompson, an enthusiastic and experienced cyclist. This gave an insight into 100 years of urban cycling policy and practice in 14 European cities in nine countries. It showed how policy makers, activists, and ordinary citizens have been able to generate improvements. As intended, the event helped to promote debate on this issue.

Interchanges

- 3.17. In our *Interchange matters* report we highlighted the need for better information at transport interchanges including signage which is bespoke to its location, to enable passengers to identify the most convenient points to interchange and to help navigation around them. Following the publication of our report we raised the issue of onward travel information at stops with transport operators, urging them to improve the interchange experience for passengers. London Trams responded to our request, producing new signage at East Croydon which outlines walking routes and bus routes from the tram stop, together with information about which platform trams leave from. They will shortly be installing similar signage at Wimbledon.
- 3.18. We held the first of our six monthly *Interchange Matters* best practice seminars in June, bringing together a wide range of influential attendees from the transport industry and local government. We also began publishing the results of our systematic evaluations of the quality of interchange for passengers travelling to and from London's major airports by surface transport.

Pedestrians

- 3.19. For some time we have been highlighting the difficulties presented by highways obstructions, particularly traders' advertising boards, calling for them to be cleared off London's streets. We made the case in our *Inclusive Streets* report. We included this in our transport users' priorities document ahead of the Mayoral election (priority 7 'Transport networks accessible to all') and discussed the issue with the main candidates' campaign teams. The Mayor listed dealing with pavement obstructions as one of his four policing priorities at a recent TfL/police/ operators Safety Partnership meeting.

Communications and public engagement

- 3.20. Every year we highlight the impact our work has made to improve the consumer experience for the travelling public in and around London in our Annual Review which is sent out to key industry stakeholders and politicians. We have also added a new section on our website which shows how we are getting results for passengers, highlighting some of our recent successes.
- 3.21. Our website and the use of social media continue to provide an effective and cost efficient way to help engage the public in our work and to disseminate best practice to the industry.
- 3.22. We continued to 'live tweet' from our public meetings – issues discussed included plans to refocus bus services in central London, poor performance by GTR, declining bus speeds and accessibility on the transport system.
- 3.23. We held a successful Interchange Matters seminar in June. Speakers included TfL's Leon Daniels and David Begg from the Transport Times. We followed this up with another event in December which focused on accessibility, highlighting how much the passenger experience can be improved by organisations working together and providing improved information/customer service for passengers.
- 3.24. In September we attended the LPFA's annual pensions fair as we have done over the past few years, taking advantage of the opportunity to engage with pensioners about transport issues affecting them.
- 3.25. There were 151,649 unique visits to our website during the first six months of 2016/17. This is 10% lower than the same period the previous year but these figures were boosted significantly in August 2015 when there were Tube strikes.
- 3.26. Our most popular webpages continued to be: 'money saving tips'; the frequently asked question, 'where can I top up my Oyster card?' and our page on 'where to send complaints'. A lot of the topics covered derive from enquiries we receive in casework. We aim to better help the public who visit our website and to help reduce the number of unnecessary enquiries that we receive.

4 Casework

- 4.1. During the first 6 months of 2016-2017 our casework team dealt with 5,956 written and telephone enquiries and complaints. Most of these could be dealt with quickly or passed on to the operator for an initial reply, as we only investigate cases where the complainant has not already received an adequate response. The vast majority of our general casework concerned fares, refunds and performance.
- 4.2. We investigated 481 appeals (compared to 465 for the same period in 2015-2016) from members of the public travelling in London and the surrounding areas.
- 4.3. The highest number of appeals we received concerned fares, complaint handling and performance.
- 4.4. Of those complaints that required further detailed investigation, 68% related to National Rail (compared to 60% for the same period last year). Over the past year, there has been a significant reduction in the number of appeal cases we need to take forward in respect of TfL's services. Conversely, there has been a big rise in the number of initial enquires we now receive relating to TfL. However, a large number of journeys in and around London are multi-modal. Hence the categories are not necessarily exclusive and some appeals need us to negotiate with more than one transport operator.
- 4.5. The range of problems experienced by Southern Rail has caused the number of appeals from passengers using this operator to double. Some of the issues are delays, lack of response to complaints and unsatisfactory compensation amounts. London TravelWatch has been successful in negotiating an improved outcome for many of these appellants.
- 4.6. The new National Rail Conditions of Travel and the Consumer Rights Act 2015, both valid for rail passengers, came into effect from 1 October 2016. These provide better protection for passengers and give statutory rights not previously available. As complaints are usually approximately six weeks old by the time they reach London TravelWatch as appeals, we are only now starting to see complaints where a rail operator could potentially be challenged by using one or both of these policies to support our case.

5 Financial outturn

- 5.1. Part 1 of the Annex gives details of expenditure against budget as at the end of September 2016. There was an underspend against budget of £18k for the first half of the financial year 2016/17.
- 5.2. There was also an underspend of £8k on staff and member costs due to a member of staff leaving the organisation, however the underspend is not expected to profile forward for the full year.
- 5.3. There was an underspend of £11k on supplies and services, however this is likely to be broadly in line with budget by the end of the year.

Risk areas

- 5.4. LFEPA notified us of a significant and unexpected increase in rent for the second half of the year. This could result in an overspend at year end and put significant pressure on cash reserves in 2017/18.
- 5.5. We are in negotiation with the Fire Brigade about the rent increase and are also considering what other options are available to us. However we have continued to freeze non-committed expenditure (such as research and recruitment to a vacant post) until the situation is clearer.
- 5.6. With a smaller staff complement, our principle risk for the future is that we will not have capacity for an unexpected and unavoidable rise in workload, which might be required to fulfil our statutory objectives, without extra expenditure and without draining our reserves to an unacceptable level.

Janet Cooke
Chief Executive,
London TravelWatch

Annex: Performance information

1. Financial performance

The financial position as at the end of September 2016 is summarised below:

	Original Budget (Year to date)	Revised Budget (Year to date)	Actual Spend/ Income to date	Variance against revised budget (Year to date)
	£	£	£	£
REVENUE EXPENDITURE				
Chair, Members & Staff Costs	390,600	390,600	383,000	7,600
Accommodation costs	67,450	67,450	68,000	(550)
Supplies & Services	53,250	53,600	43,000	10,600
Depreciation	6,350	6,350	6,000	350
Total Revenue Expenditure	517,650	518,000	500,000	18,000
Total Capital & Revenue Expenditure	517,650	518,000	500,000	18,000
INCOME				
Greater London Authority Funding	517,650	518,000	516,000	(2,000)
Transport Focus (cost recovery)	0	0	2,000	2,000
Bank Interest Receivable	0	0	18	18
Other income	0	0	0	0
Total Income	517,650	518,000	518,018	18
Revenue surplus transfer to general reserve	0	0	18,018	18,018

Note: Brief commentary relating to London TravelWatch's financial performance is set out in section 5 of the preceding report.

Subject: Rail Passengers Redress Scheme	
Report to: Transport Committee	
Report of: Executive Director of Secretariat	Date: 2 March 2017
This report will be considered in public	

1. Summary

- 1.1 This report sets out a proposed new Rail Passengers Redress Scheme supported by the Government and involves London TravelWatch, Transport Focus and the Rail Delivery Group (RDG) in establishing a binding redress scheme to arbitrate on unresolved complaints from rail passengers.

2. Recommendations

- 2.1 **That, subject to there being no negative impact on the current work of London TravelWatch and all additional costs being met in full by the rail industry, via the Rail Delivery Group, the Committee agrees in principle to TravelWatch being involved in the proposed Rail Passengers Redress Scheme.**
- 2.2 **That authority to formally consent to London TravelWatch entering into arrangement for a Rail Passengers Redress Scheme be delegated to the Chair in consultation with the Deputy Chair and Group Leads, when the final arrangements are known and confirmation that satisfactory safeguards have been put in place with regard to the current responsibilities and funding arrangements.**

3. Background

- 3.1 On 16 February 2017, London TravelWatch submitted the attached report setting out details of the work that they are conducting with Transport Focus and the Rail Delivery Group in establishing a binding redress scheme for rail passengers, and seeking the Transport Committee's consent to proceed with the work.

4. Issues for Consideration

- 4.1 The Rail Minister has asked London TravelWatch, Transport Focus and the Rail Delivery Group to work together to establish an independent adjudication and redress scheme for rail passengers. The scheme will be entirely funded by the RDG and decisions will be binding on the train operators. It

will build on the complaint arrangements already in place and the appeals functions undertaken by London TravelWatch and Transport Focus.

- 4.2 Section 249 on the GLA Act 1999 (as amended) allows London TravelWatch to enter into arrangements with transport providers and to receive payments by way of reimbursement of costs incurred but also requires that such arrangements can only be entered into with the consent of the London Assembly
- 4.3 If the Committee is minded to agree to TravelWatch entering into the proposed arrangement this agreement should only be in principle at this stage as the overall costings for the scheme are still under discussion as is the formal agreement between London TravelWatch, Transport Focus and the RDG for the scheme. The Committee will need to be assured that the agreement itself and the associated funding arrangements will not have any adverse impact on the current work of London Travelwatch and the necessary safeguards are in place with regard to the funding. Given the current timescales for the scheme it is recommended that authority to consent to London TravelWatch entering into any arrangement for the proposed Rail Passenger Redress Scheme be delegated to the Chair in consultation with the Deputy Chair and Group Leads.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in the report.

6. Financial Implications

- 6.1 There are no direct financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1: Report to the Transport Committee from London TravelWatch dated 15 February 2017

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Mark Roberts, Executive Director of Secretariat
Telephone: 020 7983 4428
E-mail: mark.roberts@london.gov.uk

Report to London Assembly Transport Committee



Rail Passengers Redress Scheme

1. Introduction

The Rail Minister, Paul Maynard, is keen to improve the way that the railway industry deals with complaints and compensates passengers for poor service. This issue has acquired a very high priority following recent experiences with Southern Railway and other operators. Accordingly, London TravelWatch, Transport Focus and the Rail Delivery Group (RDG – successor to the Association of Train Operating Companies – the trade association that now represents train operators and infrastructure providers in the UK) have been asked to work together to establish an independent adjudication and redress scheme for rail passengers.

The scheme will be entirely funded by the RDG and decisions will be binding on the train operators (although passengers would still have the option to take their case to court if they wished). It will build on the complaint processes already in place and the statutory appeals function undertaken by London TravelWatch and Transport Focus. The current arrangements provide for these bodies to represent the interests of passengers to the transport operators, and are often successful in getting complaints resolved on a voluntary basis, and sometimes resolving the underlying issues that gave rise to them. But they do not allow for any kind of formal, binding adjudication – in contrast with many other sectors including water, energy, communications and financial services.

2. Benefits of the scheme

The new scheme will provide some key benefits for passengers:

- Passengers will have access to a new, binding avenue of redress, building on the complaint arrangements already in place.
- Independent adjudicators will make binding decisions about complaints. These decisions may include the award of compensation or making changes to services, which benefit both the passenger concerned and the industry overall
- The new scheme will be fully funded by the industry. There will be no cost to passengers to use the scheme and no costs incurred by London TravelWatch or Transport Focus in running the scheme
- There will be no adverse impact on London TravelWatch's ongoing work on behalf of passenger interests. In the longer term the scheme should help to reduce some of the demands on its casework team

- Train operators will have a significant financial and resource incentive to handle complaints from all passengers effectively at the first stage.

3. Building on current arrangements: a seamless service

The casework that London TravelWatch currently undertakes works well for the majority of passengers. Our knowledgeable and skilled caseworkers are able to negotiate positive resolutions for approximately 60% of the cases we take up on appeal and we get good feedback from passengers. However this system relies on mediation and we have no power to compel train operators to do what we suggest to resolve problems for passengers. Passengers for whom we have not been able to achieve a successful resolution of their case commonly complain about this; and there are only limited incentives on the train companies to rectify problems at source. The proposed new scheme will address these concerns.

The scheme will:

- Build on the existing complaints handling and dispute resolution process operated by the train companies and London TravelWatch respectively
- Be relatively quick to set up and flexible to operate, without the need to establish another organisation
- Provide a valuable third stage for eligible passengers who have been unable to satisfactorily resolve their rail complaint under the present two-stage process
- Be seamless to access and free to use for passengers
- Require no extra work for passengers, who will need only to confirm that, if their complaint qualifies, they would like their deadlocked case to be put forward for adjudication under the scheme

London TravelWatch and Transport Focus are ideally placed to take an aspects of operation of this redress scheme. Our knowledge and experience in investigating complaints relating to transport means we will be effective in preparing cases for consideration by external adjudicators. In addition, our direct involvement in the operation of the redress scheme will allow us to rapidly identify and take forward the policy issues that arise from adjudicated cases.

4. Structure

The scheme will be governed by a company limited by guarantee, jointly owned by London TravelWatch, Transport Focus and the RDG. The board of the company will be formed of a majority of independent members, to maintain the scheme's independence from the industry.

The process of adjudication will be carried out by an outsourced provider. A specialist company will be engaged to consider each eligible case and decisions will be made by qualified adjudicators who are independent of the rail industry. Unlike London TravelWatch and Transport Focus, who advocate for passengers during casework, the adjudicators will

be neutral between the parties and make decisions on the basis of fairness in all the circumstances.

Two potential providers have been identified and informal discussions indicate that they would be interested in carrying out this work. The appointment will be made following a transparent procurement process.

5. Cost and resourcing

The full cost of the scheme will be met by the rail industry, via the RDG. This funding covers all costs including governance, fees to the outsourced adjudication provider, internal staffing and proportionate overhead costs. In addition, the industry has agreed to cover all set-up costs arising from 1 February, including staff time and legal advice.

The RDG will recover the cost of the scheme from its members, the train companies. The scheme cost will comprise two elements: a fixed amount to cover basic operating costs and an amount that will vary depending on the number of cases each train company generates.

The scheme has been developed on a voluntary basis and is dependent on the co-operation of the train companies. There is strong industry support at present, but if the RDG were to withdraw support and funding, the scheme would cease operation. In the event of the closure of the scheme, the industry will cover any termination and winding-up costs.

The scheme will need to be supported by a small number of dedicated staff. One to two posts will be employed directly by the company to oversee governance arrangements and support its board. This is likely to include a senior Scheme Manager and a junior administrator. It is possible that one or both of these posts will be part-time.

London TravelWatch will employ two to three posts to work as Dispute Resolution Executives. These posts will be funded by the RDG, along with all the other costs of the scheme. They will prepare cases for adjudication, liaise with the parties, disseminate decisions, review trends, analyse statistics and report on outcomes to the board. These staff will initially be employed on temporary contracts, as the volume of complaints that will go through the scheme is difficult to predict at this stage.

All aspects of resourcing, including staffing levels, will be closely monitored during the early operation of the scheme as the volume of cases using the scheme becomes clearer.

The overall costings for the scheme are still under discussion. However, as has been set out above, all costs relating to these staff will be met by the industry, including appropriate overheads, supervisory costs and any termination costs in relation to the closure of the scheme. We have made it clear throughout that there is no prospect of any aspect of the scheme being funded from existing London TravelWatch budgets, nor is there any scope for diverting staff from the priorities in our current work plan.

The funding arrangements will be contained in an agreement between London TravelWatch, Transport Focus and the RDG. The agreement will include notice periods and arrangements for winding-up costs should they be incurred. London TravelWatch will obtain legal advice in relation to this agreement.

6. Timetable and next steps

London TravelWatch was first approached about this proposal by the Department for Transport in late 2016 and the last few months have been spent developing the project to this stage. The proposals are now at a clear enough stage for consideration by the London Assembly. They will also be put to the Boards of London TravelWatch and Transport Focus and the RDG's Customer Board for agreement.

The current anticipated 'soft launch' for the new scheme is 1 April 2017, with full operation from July 2017. Discussions on the details of the scheme are still underway. The Rail Minister continues to show a keen interest in the scheme, and has referred to it in general terms in answer to a Parliamentary Question. But no detailed public announcements have yet been made.

We hope the Assembly will support this initiative and London TravelWatch's work towards it, subject to the safeguards outlined above in relation to costs and the maintenance of our existing workplan priorities.

Janet Cooke, 16.02.17

Subject: London TravelWatch Correspondence
Report to: Transport Committee
Report of: Executive Director of Secretariat Date: 2 March 2017
This report will be considered in public

1. Summary

1.1 This report asks Members to note correspondence with London TravelWatch.

2. Recommendation

2.1 **That the Committee notes correspondence with London TravelWatch regarding the organisation's office accommodation.**

3. Background

3.1 The Chair of London TravelWatch wrote to the Transport Committee on 9 January 2017, advising Members of a planned increase in the costs of the organisation's office accommodation. The letter asked Members to make representations to London TravelWatch's landlord, the London Fire and Emergency Planning Authority.

3.2 The Chair of the Transport Committee replied to the letter on 13 January 2017, providing advice on how London TravelWatch could reduce its rental costs.

4. Issues for Consideration

4.1 It is recommended that Members note the correspondence, which is attached at **Appendix 1** and **Appendix 2**.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications arising from this report.

List of appendices to this report:

1. Letter from Stephen Locke, Chair, London TravelWatch
2. Letter from Caroline Pidgeon MBE AM, Chair, Transport Committee

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer:	Richard Berry
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From Chair, London TravelWatch
Tel: 020 3176 5942
Stephen.locke@londontravelwatch.org.uk

Ms Caroline Pidgeon AM MBE
Chair, London Assembly Transport Committee
City Hall
The Queen's Walk
London
SE1 2AA

9 January 2017

Dear Caroline

As you may recall, we received in the autumn the unwelcome news that our landlords at 169 Union Street, the London Fire and Emergency Planning Authority, were proposing to raise our rent by more than 30% (more than £42,000). This was a particular surprise to us because LFEPA are part of the GLA group.

We know this has been flagged up in the GLA Budget process, but we are getting anxious about the prospects for our budget in 2017-18. We managed to develop a standstill budget for 2017-18 as compared with 2016-17 by cutbacks in 'non-essential' spending (including research) and by freezing a vacant Policy Officer post. But this extra rent payment would place us in an almost impossible position. Our budget has already been cut to the minimum. In our view it would seriously compromise our work to represent London's transport users at a time when there are huge challenges across the system.

Any representations you can make on our behalf will be very welcome. Please let me know if you would like any further information.

Yours sincerely



Stephen Locke
Chair

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LONDON ASSEMBLY

Caroline Pidgeon MBE AM, Chair of the Transport Committee

London Assembly
City Hall
The Queen's Walk
London SE1 2AA

Stephen Locke
Chair
London TravelWatch
169 Union Street
London SE1 0LL

13 January 2017

Dear Stephen,

Thank you for your letter of 9 January 2017.


With regard to the increase in the rent at Union Street I understand that LFEPA is passing on the rent increase that has been imposed on them by their landlord and that all the organisations occupying space in Union Street on similar terms to TravelWatch are facing the same level of increase. I know that your officers and officers from the Secretariat have met with LFEPA to discuss the situation and that LFEPA have been flexible in not passing on the rent increase in the short term whilst options are investigated. However this is not a sustainable position as this would in effect be LFEPA subsidising London TravelWatch, which is just not appropriate.

As both the Deputy Chair, Keith Prince and I made clear when we met with you to discuss your 2017/18 business plan, in the current financial climate the London Assembly would not be in a position to allocate additional funding for London TravelWatch in 2017/18. The current situation makes it all the more disappointing that TravelWatch chose not to pursue the option of occupying space at City Hall when the offer was there a few years ago which would have avoided the current situation TravelWatch finds itself in.

If the new levels of rent are going to pose the level of challenge you refer to in your letter then in order to mitigate the impact I would strongly urge you to look urgently at possible alternative office accommodation, with rental costs that are within your current budget. I accept this may not be in central London. I know this may cause disruption and challenges but unless you can identify other savings in your budget, it is likely to be the only way forward and the sooner it is done the better in terms of reducing costs and staying within budget.

With best wishes,

Yours sincerely,



Caroline Pidgeon MBE AM
Chair, Transport Committee

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Subject: London TravelWatch Board Chair Recruitment

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 2 March 2017

This report will be considered in public

1. Summary

- 1.1 The report sets out proposals in relation to the membership and recruitment of the Chair of the London TravelWatch Board.

2. Recommendations

- 2.1 **That the Committee delegates authority to the Chair, in consultation with the Deputy Chair and Party Group Lead Members, to agree any necessary decisions in regard to the recruitment of the Chair of the London TravelWatch Board.**

3. Background

- 3.1 The Assembly's responsibility for discharging functions and responsibilities in respect of London TravelWatch has been delegated by the Assembly to the Transport Committee. This includes appointing the Chair of London TravelWatch (in consultation with the Department for Transport).
- 3.2 The current Chair, Stephen Locke's, term of office, is due to end on 30 September 2017.

4 Issues for Consideration

- 4.1 The London TravelWatch Board currently consists of the following membership:
- Stephen Locke (Chair);
 - Jackie Ballard;
 - Alan Benson;
 - Abdi Osman;

- Richard Dilks;
- Glyn Kyle;
- John Stewart.

4.2 It is proposed that the recruitment process for a new Chair begins immediately as based on previous experience, this can be a lengthy process not only in terms of the recruitment process and ensuring a comprehensive handover period but also because, in accordance with the GLA Act 1999 (as amended) the appointment of the Chair is subject to the approval of the Secretary of State for Transport and this has in the past taken a long time to come through.

4.3 The following paper is attached for Members' consideration:

- The job description for the position of London TravelWatch Chair (**Appendix 1**); and

4.4 It is recommended that the Committee delegates authority to the Chair to agree any necessary decisions about the recruitment process (in consultation with the Deputy Chair and party Group Lead Members). In accordance with best practice in recruitment there should be consistency in Members of the interview panel throughout the process.

5 Legal Implications

5.1 Under Schedule 18 of the Greater London Authority Act, the Assembly has various powers and duties in respect of London TravelWatch. These include the powers to: agree London TravelWatch's budget, appoint members of the London TravelWatch Board, approve officer appointments made by London TravelWatch, receive London TravelWatch's accounts and audit and, under s 251 of the GLA Act, to issue guidance and directions as to the manner in which London TravelWatch shall exercise its functions.

6. Financial Implications

6.1 Any costs incurred in the recruitment process will be charged to the existing recruitment budget.

List of appendices to this report:

Appendix 1 - Job description

<h3>Local Government (Access to Information) Act 1985</h3> <p>List of Background Papers: None.</p>
<p>Contact Officer: Mark Roberts, Executive Director of Secretariat Telephone: 020 7983 4428 E-mail: mark.roberts@london.gov.uk</p>

London TravelWatch Chair Job description

London TravelWatch is a body corporate set up under the Greater London Authority Act 1999. The Chair will lead the Board of 6 members. London TravelWatch receives almost all of its funding from the London Assembly to which it is accountable and whose vision is for London TravelWatch to develop as an independent and authoritative voice for transport users in the capital, building its influence with transport stakeholders through authentic evidence-based research. The Assembly may issue guidance and directions as to the conduct of London TravelWatch's business. The organisation faces the twin challenges arising from ever increasing demands of the capital's services, while working within a very tight economic environment. It needs continually to develop new ways of maximising its influence with limited resources, by working strategically and co-operatively with other stakeholders.

Job Purpose

To lead London TravelWatch's ongoing response to the tight financial climate and the process of continuous improvements in efficiency and effectiveness that will 'further strengthen its development as the capital's foremost consumer champion 'effectively representing the interests of all transport users within its area.

Principal responsibilities

1. To lead London TravelWatch's focus on consumer affairs and as a first class consumer-oriented organisation, with sound governance, new ideas and a bold approach to strategy, policy and communication.
2. To influence policy to the benefit of all passengers by maintaining an independent and authoritative voice with the public, the industry, media and government.
3. To ensure a continued clear customer focus across all public transport issues in furtherance of London TravelWatch's role as the travellers' watchdog.
4. To maintain a portfolio of relevant, evidence based - research to make London TravelWatch a major stakeholder in key public consultations in London.
5. To ensure that, within the tight financial climate, London TravelWatch works strategically, closely and co-operatively with the London Assembly, Transport Focus, transport operators and other relevant organisations to improve the user experience in its area.
6. To maintain regular meetings with the London Assembly's Transport Committee political leads and staff to ensure consistent co-operation and joint planning.
7. To provide leadership for members through performance management to deliver key objectives and outcomes.
8. To give guidance to the Chief Executive to assist in her responsibilities in leading the work of the executive staff of London TravelWatch.
9. To promote the work of London TravelWatch through the ongoing development of effective public relations and influencing strategies to ensure it is recognised as the principal consumer champion for transport matters in the capital.

Person Specification

1. Must have a demonstrable commitment to championing consumer issues.
2. Must have experience of successful innovation in service delivery and effective leadership of change through a time of reducing budgets, demonstrating good judgement and responsible decision-making.
3. Must have a record of board level achievement in the public or private sectors, and significant experience of chairing meetings at regional or national level.
4. (a) Evidence of a clear understanding of the concerns and issues of passengers and users in the London TravelWatch area.

(b) Must reside within the London TravelWatch area (see map enclosed and declaration on the application form).
5. The ability to work within a complex political environment, collaborating with others and with the necessary political sensitivity to lead a consumer watchdog organisation that develops and promotes effective policies using evidence-based research.
6. A confident and effective communicator with people at all levels including opinion formers and users from all sectors of the community.
7. The ability to identify and promote the key messages to policy makers, using the results of empirical research and ensuring high quality documents for publication.
8. A commitment to equalities issues and experience of implementing policies and procedures to ensure London TravelWatch champions accessible transport.

February 2017

TERMS AND CONDITIONS FOR CHAIR OF LONDON TRAVELWATCH

Period of appointment

1. The appointment is made by the London Assembly under section 247, and Schedule 18 [paragraphs 1 - 4, 6(1)(a), 7(1) and 10] of the Greater London Authority Act 1999 (as amended). The appointment is made for four years from 1 October 2012, expiring on 30 September 2016.

The London TravelWatch Board

2. You will be Chair of the Board of London TravelWatch. The Board has corporate responsibility for ensuring that London TravelWatch fulfils its statutory duties as set out in the Greater London Authority Act 1999 (as amended), the Heathrow Express Railway Act 1991, the Channel Tunnel Act 1987 and such other Acts and Regulations as may refer to the role and responsibilities of London TravelWatch¹. The Board is responsible for promoting the efficient and effective use of staff and other resources by London TravelWatch. To this end the Board shall:
 - a) Establish the overall strategic direction of London TravelWatch within the policy and resources framework agreed with the London Assembly;
 - b) Ensure that any directions from the London Assembly and statutory requirements for the use of public funds are complied with, and that the Board operates within the limits of its statutory authority;
 - c) Ensure that the Board receives and reviews regular financial information concerning the management of London TravelWatch; is informed in a timely manner about any concerns about the activities of London TravelWatch; and provides positive assurances to the London Assembly that appropriate action has been taken on such concerns;
 - d) Demonstrate high standards of corporate governance at all times; and
 - e) Appoint, with the London Assembly's approval, a Chief Executive and set performance targets for the Chief Executive which give due weight to the proper management and use of public monies.

Principal responsibilities of the Chair of London TravelWatch

3. You will be expected to:
 - a) give London TravelWatch a strategic and authoritative voice with the public, the industry, media and government in order to improve transport in the London area;
 - b) promote understanding of passenger issues and interests, developing a clear customer focus across all public transport issues in furtherance of London TravelWatch's role as the travellers' watchdog;
 - c) develop a portfolio of relevant, empirically-driven research to make London TravelWatch a major stakeholder in key public consultations in London;
 - d) lead for London TravelWatch at regular meetings of the standing joint working group with the London Assembly;

- e) provide leadership for members through the introduction of systems for performance management to deliver key objectives and outcomes;
- f) give guidance to the Chief Executive to assist in their responsibilities in leading the work of the Secretariat of London TravelWatch; and
- g) raise the profile of London TravelWatch through the development of effective public relations and media strategies to ensure it is recognised as the principal consumer champion for transport matters in the capital.

Remuneration

- 4. The remuneration for your role as Chair of London TravelWatch in 2012 is £13,000 a year for a time commitment of an average of no more than 1 day a week. This salary will be pensionable. You are entitled to be a member of the Principal Civil Service Pension Scheme. The arrangements for membership of this scheme are to be undertaken by the Chief Executive of London TravelWatch and details of terms, contributions and benefits of the pension scheme can be provided by the Chief Executive of London TravelWatch. A pension will be paid at the end of the appointment. The remuneration is increased annually at the same level as the London Assembly Members.
- 5. The remuneration will be paid by London TravelWatch direct to your bank account by bank credit transfer normally on the final working day of each month.
- 6. Any payments which need to be calculated on a daily rate, such as where appointment commences or terminates during a month, will be based on 1/260th of annual basic remuneration.
- 7. The appointment is as an office holder and you are not an employee of London TravelWatch. You are not entitled to the rights and benefits which would accrue to an employee; such rights and benefits would include but are not limited to, the right to claim holiday entitlement, remunerated sick leave and maternity/paternity leave.

Ending the appointment

- 8. The appointment is subject to immediate termination before the end of the 4-year period if you:
 - a) have become bankrupt or have made an arrangement with her creditors; or
 - b) are incapacitated by mental or physical illness; or
 - c) have been absent from meetings for a period of 6 months otherwise than for reasons approved by London Assembly; or
 - d) have been appointed a member of Transport for London; or
 - e) have been appointed a member of staff of Transport for London; or
 - f) have been appointed a member of staff of the Greater London Authority; or
 - g) have been elected to the London Assembly.

9. The appointment is also subject to termination before the end of the 4-year period if the London Assembly has determined that your continued membership of London TravelWatch would bring that office into disrepute and that your appointment should be terminated.
10. The London Assembly also reserves the right and you have the right to terminate the appointment before the end of the 4-year period on 3 months notice in writing.
11. The London Assembly will undertake a probationary assessment six months after the beginning of your appointment. After this period you will have an annual appraisal undertaken by such members of the Transport Committee of the London Assembly as that Committee shall decide. The Transport Committee may terminate your appointment if it concludes that you do not meet the required standard at the end of your probationary period or you receive a poor performance appraisal.
12. You will be required to take unpaid leave if you have taken formal procedural steps to stand for election to the House of Commons, the European Parliament or the London Assembly.

Grievance procedure

13. In the event of a grievance against a member of London TravelWatch appointed by the Assembly (including the Chair), the person should in the first instance complain to the Chief Executive of London TravelWatch, who will try to resolve the matter informally. If this is not possible, the Chief Executive will then refer the matter to the Greater London Authority's (GLA) Liaison Officer who will arrange for the grievance to be investigated, possibly by an independent person. The investigation report will be presented to the GLA's Executive Director of Secretariat who, being an officer that works for the Assembly, will determine the grievance after a hearing.
14. The complainant would have the right to appeal the outcome of the GLA's Executive Director of Secretariat's determination of the grievance by complaining to the Transport Committee. A panel of members of Transport Committee would hear and determine the appeal, and the panel's decision will be final.
15. In the case of a grievance raised by the Chief Executive this will be dealt with in accordance with the provisions above, but should be referred to the GLA's Liaison Officer in the first instance.

Other financial interests

16. The London Assembly needs to be satisfied that you have no financial or other interests which might prejudice the your performance as Chair. You must list with London TravelWatch, for inspection as required by the London Assembly, any directorships or other offices held by you during the period of your appointment and the names of any companies in which you hold any shareholdings or other beneficial interests during the period of appointment.
17. You hereby undertake to
 - (a) seek the London Assembly's approval if you wish to assume any further directorships or offices at any time during the period of your appointment,
 - (b) keep the London Assembly advised of any fresh acquisitions of shares or other beneficial interests,

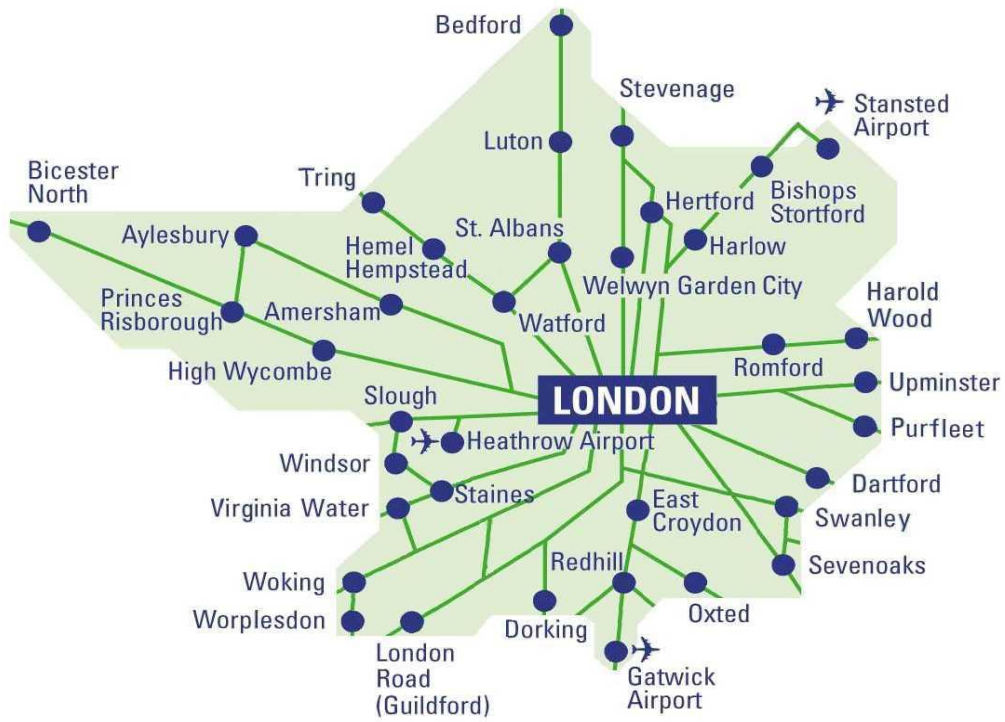
(c) abide by any Guidance for Members of London TravelWatch which is issued either by London TravelWatch or the London Assembly.

Gifts

18. You are expected to ensure that acceptance of gifts and hospitality can stand up to public scrutiny. Gifts should be declined wherever possible, and any offers should be reported to the Chief Executive. Where it would be ungracious or otherwise difficult to accept, you should inform the Chief Executive of the gift, the estimated value and donor. You must take personal responsibility to ensure that a record is placed in the hospitality register of London TravelWatch which is kept by the Chief Executive of London TravelWatch (or such other officer as the Chief Executive may so designate). Similarly acceptance of hospitality, other than refreshments during working meetings, should be recorded in the hospitality register.

February 2017

Area covered by London TravelWatch



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Subject: Transport Committee Work Programme
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Report to: Transport Committee

Report of: Executive Director of Secretariat	Date: 2 March 2017
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This report will be considered in public

1. Summary

- 1.1 This report provides details of planned or ongoing scrutiny work by the Transport Committee and the schedule of Committee meetings for the 2016/17 Assembly year.

2. Recommendations

- 2.1 **That the Committee agrees its work programme for the remainder of the 2016/17 Assembly year, including the schedule of topics for forthcoming meetings set out at paragraph 4.10.**
- 2.2 **That the Committee notes the letter from the Department for Transport on surface access to Heathrow Airport, as attached at Appendix 1.**

3. Background

- 3.1 The Committee receives a report monitoring the progress of its work programme at each meeting.

4. Issues for Consideration

- 4.1 The Committee has discussed a number of priorities for the Committee's work programme in 2016/17. The following is a list of topics that the Committee will aim to explore:
- Pedestrianisation of Oxford Street;
 - Traffic congestion;
 - Buses;
 - Mayor's Transport Strategy;
 - Night tube;
 - Tube stations – staffing and ticket office closures;
 - Cycling; and

- Surface transport access to airports.

4.2 The exact scope and timings for work on any of these other possible topics will be determined in due course and more detailed reports submitted to future meetings. The Committee seeks to maintain flexibility in its work programme to take account of any relevant developments when scheduling its work and has a rolling work programme so work on any topics may continue beyond each Assembly year.

Motorcycle safety

4.3 The Committee investigated motorcycle safety in 2015/16, publishing the report *Easy rider* in March 2016. The Chair has written to TfL to request an update on progress with recommendations in this report.

Bus services

4.4 The Committee has identified London's bus services as a topic for investigation in 2017. Following scoping research and discussion among Members, the Committee has identified two major strands to this work: bus network planning and bus safety. Members are currently considering the findings of this work.

Expansion of Heathrow Airport

4.5 On 25 October 2016, the Government announced its support for the construction of a third runway at Heathrow Airport. Expansion of Heathrow will require significant changes to London's transport network, including adding capacity to road and rail networks. The Committee discussed this topic with stakeholders at its meeting on 8 December 2016. The Committee wrote to the Department for Transport with findings of the meeting; a response from the aviation minister Lord Ahmad is attached at Appendix 1.

Pedestrianisation of Oxford Street

4.6 Following a pledge made by the Mayor in his election manifesto, the Committee considered a proposal for pedestrianising Oxford Street at its meeting on 15 June 2016. The Committee submitted its views to the Mayor on plans for pedestrianisation in early September 2016. The Chair has received a response from the Mayor to this letter, which was noted at the Committee's meeting on 8 December 2016.

Traffic congestion

4.7 The Committee investigated traffic congestion during the first half of 2016/17. Recent evidence suggests congestion has risen in London, with various causes cited including an increase in internet shopping, roadworks and the provision of private hire services. The Committee's meetings in September and October 2016 were used to discuss this topic. The Committee published a report on this topic in January 2017.

London Underground services

4.8 The Committee discussed major changes to London Underground services at its November meeting. TfL and London TravelWatch representatives were invited to attend, with discussion expected focusing on the rollout of night tube services on a number of lines, and the closure of ticket offices and associated station staffing changes.

Cycling and walking

- 4.9 The Committee has identified TfL's cycling and walking programmes as a topic for a future meeting. The meeting would be used to scrutinise schemes such as the Cycle Superhighways and Quietways, and the future priorities of the Mayor's Cycling and Walking Commissioner. Will Norman has now been appointed as the Cycling and Walking Commissioner. The timing of the appointment means there is no opportunity for a discussion with Mr. Norman within the Committee's agreed schedule of meetings. The Committee will hold a meeting on Wednesday 19 April 2017 with Mr. Norman.

2016/17 schedule of meetings

- 4.10 The dates of the next meetings of the Transport Committee are set out below with details of the main topic identified:
- Wednesday 19 April 2017 – Mayor's Cycling and Walking Commissioner

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no financial implications arising from this report.

List of appendices to this report:

1. Letter from Department for Transport on Heathrow Airport.

Local Government (Access to Information) Act 1985
List of Background Papers: None
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**Department
for Transport**

**Caroline Pidgeon MBE AM
Chair of the Transport Committee
London Assembly
City Hall, The Queen's Walk
London
SE1 2AA**

Appendix 1

**The Lord (Tariq) Ahmad of Wimbledon
Transport Minister for Aviation, International
Trade and Europe**

**Great Minster House
33 Horseferry Road
London
SW1P 4DR**

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6 February 2017

Dear Caroline

Thank you for your letter of 13 January 2017 to Chris Grayling. I am replying as Minister responsible for aviation and am very happy to respond to your concerns about the level of planning which is taking place on surface access links to airport.

On 2 February 2017 we published for consultation a draft National Policy Statement (NPS) setting out our proposed policy framework for delivering additional capacity at Heathrow Airport. The draft Airports NPS sets out:

- why the Government believes additional airport capacity is needed in the South East of England;
- why a Northwest Runway at Heathrow is the Government's preferred scheme to deliver additional airport capacity; and
- the planning policy which a planning application in respect of a new Northwest Runway at Heathrow would have to comply with to secure development consent.

At the same time, and as part of the consultation, the Government also published an Appraisal of Sustainability, which examines the potential social, economic and environmental impacts which could arise as a result of the designation of the draft Airports NPS, including assessing alternatives to the Heathrow Northwest Runway scheme.

An additional runway at Heathrow would have a range of impacts on local and national transport networks serving the airport. Heathrow is already well connected to the transport network, but we agree that, should development consent be granted, improvements would be needed to Heathrow's transport links to support the increased numbers of people who would need to access the expanded airport. Heathrow Airport Limited would take the lead on this by developing and implementing a surface access strategy which would mitigate the impacts of expansion on the transport networks. The precise details of the strategy are being

developed, but will clearly need to satisfy the requirements proposed in the draft NPS and therefore the planning process.

You will be aware that Heathrow has already pledged that there would be no increase in road traffic levels due to expansion compared to today and it has committed to specific targets for increasing levels of public transport use by airport passengers and employees.

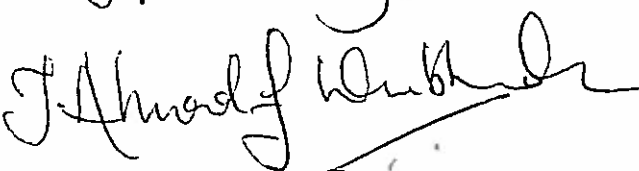
I recognise your concerns about the increase in freight traffic that an additional runway at Heathrow could bring. Freight is a hugely important part of Heathrow's business, accounting for 31% of the UK's non-EU trade by value in 2014. Nonetheless, Heathrow has already put a number of measures in place to minimise the impact of freight traffic and we would expect it to lead further detailed planning on this as part of its surface access strategy. Heathrow has already confirmed that it will work with the Freight Transport Association and local authorities on freight transport issues.

As regards the individual rail schemes proposed, such as Western and Southern Rail Access, these are at different levels of development and work on them is continuing.

The Western Rail link is already at a relatively mature stage of development, whereas Southern Rail is at an earlier stage. The feasibility work published in 2016 set out a number of options to serve the airport from the south, and you will be aware that further alternatives have been presented by other parties. Southern Rail could be a significant scheme in its own right, so it is important that any plans seek to get the best result both for airport users and the travelling public more generally. It is not envisaged that Southern Rail Access would be required for the day that a new runway opened, but it could be needed as more passengers started to use an expanded airport.

As far as the funding of surface access schemes is concerned, we expect Heathrow Airport to fund all schemes which would be required solely as a result of expansion. For projects which would have wider beneficiaries, such as Western Rail and Southern Rail, the Government would consider funding a proportion based on benefits for airport users and other beneficiaries in line with our Aviation Policy Framework.

Over the next 16 weeks we will seek views on the draft Airports National Policy Statement and I hope you will also take the opportunity to submit a consultation response.

Yours sincerely,


LORD (TARIQ) AHMAD OF WIMBLEDON