

AGENDA

Meeting Transport Committee

Date Thursday 15 October 2015

Time 10.00 am

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

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Members of the Committee

Valerie Shawcross CBE AM (Chair)
Caroline Pidgeon MBE AM (Deputy Chair)
Kemi Badenoch AM
Tom Copley AM
Kemi Badenoch AM

Darren Johnson AM
Steve O'Connell AM
Murad Qureshi AM
Dr Onkar Sahota AM
Richard Tracey 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 7 October 2015

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Dale Langford, Principal Committee Manager; Telephone: 020 7983 4415; Email: dale.langford@london.gov.uk; Minicom: 020 7983 4458

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 15 October 2015**

1 Apologies for Absence and Chair's Announcements

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

2 Membership of the Committee

The Committee is recommended to note, further to the decisions on committee memberships agreed by the Assembly at its Extraordinary Plenary Meeting on 16 September 2015, the appointment of Kemi Badenoch AM as a Member of the Committee. The Membership of the Committee is now as follows:

**Valerie Shawcross CBE AM (Chair)
Caroline Pidgeon MBE AM (Deputy Chair)
Kemi Badenoch AM
Tom Copley AM
Darren Johnson AM
Steve O'Connell AM
Murad Qureshi AM
Dr Onkar Sahota AM
Richard Tracey AM**

3 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 3, 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).**

4 Minutes (Pages 5 - 40)

The Committee is recommended to confirm the minutes of the meeting of the Transport Committee held on 9 September 2015 to be signed by the Chair as a correct record.

The appendices to the minutes set out on pages 11 to 40 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

5 Summary List of Actions (Pages 41 - 44)

Report of the Executive Director of Secretariat
Contact Dale Langford, dale.langford@london.gov.uk, 020 7983 4415

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

6 Motorcycle Safety (Pages 45 - 46)

Report of the Executive Director of Secretariat
Contact: Richard Berry, scrutiny@london.gov.uk, 020 7983 4199

The Committee is recommended to:

- (a) Note the report, put questions on motorcycle safety in London to the invited guests and note the discussion; and**
- (b) Delegate authority to the Chair, in consultation with party Group Lead Members, to agree any formal output from the discussion.**

7 Taxi and Private Hire Services (Pages 47 - 72)

Report of the Executive Director of Secretariat
Contact: Richard Berry, scrutiny@london.gov.uk, 020 7983 4199

The Committee is recommended to note:

- (a) A letter from the Deputy Mayor for Transport, following up the discussion at the Committee's meeting on 8 July 2015, including an update from Transport for London on progress implementing the recommendations of the Committee's report, *Future Proof*;**
- (b) The note of a meeting of party Group Lead Members with representatives of Uber London Limited; and**
- (c) The note of a meeting of party Group Lead Members with representatives of Addison Lee Limited.**

8 London TravelWatch Business Plan and Budget Bid 2016/17 (Pages 73 - 86)

Report of the Executive Director of Secretariat

Contact: Mark Roberts, mark.roberts@london.gov.uk, 020 7983 4428

The Committee is recommended to consider London TravelWatch's proposed budget and business plan for the next financial year and recommends a budget for London TravelWatch for 2016/17.

9 Transport Committee Work Programme (Pages 87 - 116)

Report of the Executive Director of Secretariat

Contact: Richard Berry, scrutiny@london.gov.uk, 020 7983 4199

The Committee is recommended to:

- (a) Agree its work programme for 2015/16, including the revised schedule of prospective topics for forthcoming meetings set out at paragraph 4.10 of the report; and**
- (b) Note the note of a meeting with representatives of Centre for London as part of its investigation into National Rail services.**

The appendices to the report set out on pages 91 to 116 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

10 Date of Next Meeting

The next meeting of the Committee is scheduled for Tuesday 10 November 2015 at 10.00am in the Chamber, City Hall.

11 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: 15 October 2015

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	Chairman of LFEPA; Chairman of the London Local Resilience Forum; Member, LB Bexley
Kemi Badenoch AM	
Mayor John Biggs AM	Mayor of Tower Hamlets (LB); Member, LLDC Board
Andrew Boff AM	Member, LFEPA; Congress of Local and Regional Authorities (Council of Europe)
James Cleverly AM MP	Member of Parliament
Tom Copley AM	Member, LFEPA
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Roger Evans AM	Deputy Mayor; Committee of the Regions; Trust for London (Trustee)
Nicky Gavron AM	
Darren Johnson AM	Member, LFEPA
Jenny Jones AM	Member, House of Lords
Stephen Knight AM	Member, LFEPA; Member, LB Richmond
Kit Malthouse AM MP	Member of Parliament
Joanne McCartney AM	
Steve O'Connell AM	Member, LB Croydon; MOPAC Non-Executive Adviser for Neighbourhoods
Caroline Pidgeon MBE AM	
Murad Qureshi AM	Congress of Local and Regional Authorities (Council of Europe)
Dr Onkar Sahota AM	
Navin Shah AM	
Valerie Shawcross CBE AM	
Richard Tracey AM	Chairman of the London Waste and Recycling Board; Mayor's Ambassador for River Transport
Fiona Twycross AM	Member, LFEPA

[Note: LB - London Borough; LFEPA - London Fire and Emergency Planning Authority; MOPAC – Mayor's Office for Policing and Crime]

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
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List of Background Papers: None

Contact Officer:	Dale Langford, Principal Committee Manager
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MINUTES

Meeting: Transport Committee

Date: Wednesday 9 September 2015

Time: 10.00 am

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

Copies of the minutes may be found at:

<http://www.london.gov.uk/mayor-assembly/london-assembly/transport>

Present:

Valerie Shawcross CBE AM (Chair)
Caroline Pidgeon MBE AM (Deputy Chair)
Victoria Borwick AM MP
Tom Copley AM
Roger Evans AM
Murad Qureshi AM
Navin Shah AM
Richard Tracey AM

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

- 1.1 The Chair brought to the Committee's attention the occasion of Her Majesty the Queen becoming the longest serving monarch, an event to be marked on the river directly outside City Hall following the meeting. The Committee congratulated Her Majesty on her lifetime service and the Chair added her own tribute to the nation's greatest public servant.
- 1.2 Apologies for absence were received from Steve O'Connell AM, for whom Roger Evans AM attended as a substitute Member, Dr Onkar Sahota AM, for whom Navin Shah AM attended as a substitute Member, and from Darren Johnson AM.

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 8 July 2015 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) The scope and terms of reference for an investigation into commercial traffic in London; and**
- (b) A response to the Transport for London consultation on card payments in taxis.**

5.3 In accordance with Standing Order 2.2D, the Chair took the remaining items in a different order than that set out on the agenda.

6 National Rail Services in London (Item 7)

- 6.1 The Committee received the report of the Executive Director of Secretariat.
- 6.2 The Committee agreed, to ensure that its report on National Rail services could be sent out to stakeholders at the earliest opportunity, that authority should be delegated to the Chair, in consultation with the party Group Lead Members to agree the report.
- 6.3 **Resolved:**
- (a) That the notes of a site visit to the new London Overground service between Liverpool Street and Enfield Town, a meeting with representatives of rail passengers in Sevenoaks, Kent, and a meeting on rail devolution with a range of experts and stakeholders be noted;**
 - (b) That a response from the Mayor to letters sent to the Mayor and Transport for London on National Rail services in London be noted; and**
 - (c) That authority be delegated to the Chair, in consultation with the party Group Lead Members to agree the Committee's report on National Rail services in London.**

7 Transport Committee Work Programme (Item 8)

- 7.1 The Committee received the report of the Executive Director of Secretariat.
- 7.2 The Chair reported that discussion on night time Tube services scheduled for the 10 November 2015 would need to be postponed, as the 24-hour Tube service was not expected to be in operation by then.
- 7.3 It was agreed to use the 10 November 2015 meeting for two sessions with Transport for London (TfL): to follow up the discussion with Sir Howard Davies, Chair of the Airports Commission, at the Assembly Plenary meeting the previous day, where Sir Howard Davies had been critical of TfL's assessment on the impact on surface transport of expansion of Heathrow Airport; to follow up TfL's consultation on reform of private hire regulations and progress with taxi and private hire issues since the publication of the Committee's report on the issue, *Future Proof*, in 2014.
- 7.4 **Resolved:**
- (a) That the work programme for 2015/16, including the revised schedule of prospective topics for forthcoming meetings set out at paragraph 4.11 of the report be agreed;**

- (b) **That the Committee's meeting on 15 October 2015 be used for a discussion of motorcycle safety with invited guests; and**
- (c) **That the Committee's meeting on 10 November 2015 be used for question and answer sessions with Transport for London on surface access to Heathrow Airport and taxi and private hire services.**

8 Date of Next Meeting (Item 9)

- 8.1 The next meeting of the Committee is scheduled for Thursday 15 October 2015 at 10.00am, in the Chamber, City Hall.

9 Light Commercial Traffic (Item 6)

- 9.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions on light commercial traffic to the following panels of invited guests:

Panel 1 (Current and future trends in van traffic and TfL's plans for mitigation)

- Ian Wainwright, Head of Freight and Fleet Programmes, TfL;
- Jo Godsmark, Chartered Institute of Logistics and Transport; and
- Christopher Snelling, Head of Urban Logistics, Freight Transport Association.

Panel 2 (Developing more efficient and sustainable delivery methods)

- Ian Wainwright, Head of Freight and Fleet Programmes, TfL;
- Kevin Greenaway, National Planning Manager – Logistics, Sainsbury's;
- Nicholas Dunn, Head of Transport UK, Tesco plc;
- Charlie Shiels, Executive Director, DPD Group UK Ltd;
- Richard Crook, Fleet Director, DHL Express UK; and
- Lali Virdee, Institute of Sustainability.

- 9.2 A transcript of the discussion is attached at **Appendix 1**.
- 9.3 During the course of the discussion, the Chair asked DHL to provide the Committee with further details of the regulatory issues arising from the 3.5 tonne limit on vehicles classed as light good vehicles.
- 9.4 **Resolved:**

That the report and discussion be noted.

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 11.58am.

Chair

Date

Contact Officer: Dale Langford, Principal Committee Manager; Telephone: 020 7983 4415;
Email: dale.langford@london.gov.uk; Minicom: 020 7983 4458

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Transport Committee – 9 September 2015**Transcript of Agenda Item 6 – Light Commercial Traffic**

Valerie Shawcross CBE AM (Chair): Can I welcome Ian Wainwright, the Head of Freight and Fleet Programmes at Transport for London (TfL), and Christopher Snelling, who is the Head of Urban Logistics and Regional Policy at the Freight Transport Association (FTA)? We have had very useful evidence from the FTA in the past and your presence is much appreciated. Welcome to Jo Godsmark. It is Jo's first attendance at this Committee. Thank you very much. She is Chairman of the Chartered Institute of Logistics and Transport's Outsourcing and Procurement Forum. Three excellent experts have agreed to share their thoughts with us today.

The first thing is that I think we are all agreed that there has been an increase in van traffic in London and, compared to heavy goods vehicles (HGVs), van traffic has grown, recently, disproportionately again. It would be helpful for the record if each of you could perhaps just say something about that. Why do you think that this is happening and what are the main reasons?

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): Yes. From an FTA point of view, it has been much discussed over the years but it is in large part driven by business need and an increasing need for more time-sensitive deliveries both to ultimate customers and also to businesses as well, dealing more in the movement of small goods. That has seen a move towards making use of vans.

It is also worth remembering that half of vans are used primarily by tradespeople rather than for deliveries. Therefore, as you see economic growth and you see an increase in servicing and you see, particularly in a wealthy city like London, an increase in requirements from people for servicing and for services at their property or at their business, you see going with that a substantial increase in van traffic.

There are the long-term trends like the reduction in stock space in stores but also in offices and trying to make use of every square foot of retail. That is, again, a trend we would see particularly prevalent in London because of the cost of real estate. Certainly, people are wanting to make use of every inch that they can and therefore require more frequent and tailored deliveries.

There is perhaps an element as well with the HGV sector. It is quite well regulated. It is possible there is some movement of substitution and people making use of vans. It is hard to quantify exactly how big that is. We do not think it would be the major cause, but it is possible that it is an element.

The final one is some people wanting to move towards more environmentally friendly means of transport. The commercial options available for vans are much better than they are in the HGV market. Those wanting to go down to a zero-emission operation are probably looking more at making use of vans than they are at HGVs.

Valerie Shawcross CBE AM (Chair): There are good and bad reasons why this might be happening?

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): It is important to remember when we talk about the growth in vans that they are all doing something productive. I would see that, in a way, you start from the position that the growth in vans is good as a whole because it is a growth in the economy. It is a growth in social services that they are providing. It then consequentially comes with social issues in terms of emissions, safety and congestion that we have to manage, but I would urge against an

assumption that growth is bad. It is a reflection of economic prosperity, which is in itself a good thing. We just then have to manage the consequences as they come.

Jo Godsmark (Chartered Institute of Logistics and Transport): I am conscious that Christopher has made a lot of good points and I do not want to repeat them. Obviously, the growth of e-commerce is a big driver in this area and an increase in home deliveries.

In the Outsourcing and Procurement Forum, one of the things we do regularly is survey members about their outsourcing behaviours. Certainly we have seen over the last five years of our survey increasing outsourcing of transport in particular and shorter contracts in some areas. With that sometimes comes a lack of visibility of some of the subcontracting from that and maybe some of the journeys that were previously own-fleet and large delivery sizes, combined with a lot of the points Christopher has made, when they come into an urban environment, come into the van market.

People in our survey also respond to the fact that they are now increasingly collaborating with each other and moving to shared user service. Shared user service is one of the factors that cause people to outsource in that way to get those synergies and to respond to the environmental pressures. Generally, there is an increase in shared user. To what extent that means vans is coupled with the smaller drop sizes and the just-in-time deliveries probably more, but as it is outsourced we get less visibility of actually how that delivery is being carried out in some cases.

Valerie Shawcross CBE AM (Chair): That was very helpful.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): You are right. There is a growth in vans. That is very clear. The last Transport Strategy identified a predicted growth and I would suggest, based on what we are seeing currently, that growth is probably beyond that predicted growth.

A couple of reasons have already been mentioned. What we are trying to understand is the actual commodities that are being moved because the issue sometimes is, as Christopher [Snelling] said, dependent on operator licensing, dependent on driver availability and dependent on the speed and amount of goods being moved. Often, the vehicle is irrelevant. You can move a single parcel in an HGV as you can in a van or you could on a bike. The issue is what is moving, where it is moving and why it is moving. That is underlying issue that we are trying to get to the bottom of.

The other side of it is, because it is a commercial contract, the data on this is mind-numbingly impossible to find. If we get down to trying to find what the data is, you would say that about a third appear to be moving goods, about a third appear to be doing servicing activity of some sort – an engineer fixing something or a plumber – and maybe a third are in commuting mode. That sounds very worrying, but then you say that that is the trip purpose and the trip purpose, for example, for a Virgin or a BT engineer, may be actually taking their van, which they are legitimately allowed to park at home, and driving to the point of their first job and so it is regarded as a commute rather than anything else. The data is so poor that we are trying to get beneath that data.

We have done some initial surveys just of the central area to look at the side of a van and say, based on what it says, what is likely to be in it? We think that 40% of them are unbranded and so they could be anything. There is no fridge on top of them; there is no set of ladders; there is nothing that implies that it is doing one thing or another. That is just within the Congestion Charge Zone. It has taken us a little while to get through to how we actually do it, but next week we are doing the first set of surveys with the police and actually pulling some vans over to see what is in them and what they are doing and that type of stuff. We are looking to try to

improve the dataset. That is only a one-off. What we are going to try to do from that is determine the most sensible way of gathering this data because that becomes very expensive to find.

Valerie Shawcross CBE AM (Chair): It would be a really useful sampling, yes.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Yes. We are trying to get to increase that level of data. We are also looking at whether there is a way of potentially multi-sourcing that data without getting into commercial confidentiality, but it becomes very difficult to understand the purpose of a private trip. That is the problem.

Valerie Shawcross CBE AM (Chair): Yes. I take Christopher's [Snelling] point that economic growth is a good thing, but to what extent do you think the growth of van traffic is contributing to congestion? How much of a problem is it now?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): There are two rising modes of transport: cycling, which is good, and vans, which are debatable. Some of them might be good because they are doing things like they are increasing customer choice, increasing response times and all those things that we as individual consumers want. Those things, we would say as individuals, are positive.

However, because it is a commercial contract, it is being done in a way that is efficient for the buyer and the seller of the goods and services, not in a way that is efficient for the way that urban areas work. That is the sort of conundrum that we have: how do we fix that to start putting efficiency for the city back into that commercial contract? That then has a whole series of issues about how the industry prices delivery and servicing activity. How many times have we bought something and it says it has free delivery?

Caroline Pidgeon MBE AM (Deputy Chair): A lot.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Can anybody show me how you can deliver something for free? That is the issue that we have with some of this.

Valerie Shawcross CBE AM (Chair): That was very interesting.

Victoria Borwick AM MP: Good point.

Valerie Shawcross CBE AM (Chair): Given that we are still boxing a little bit in the dark about the purposes of many of these trips, a point was made there about how there are alternatives. To what extent do you think sometimes in London vans are used rather than, say, motorcycles or scooters because of safety concerns? Do you think that is a factor at all?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): I would say it is less about safety and more about, "I then have my spare parts in the back of the van", if I am a plumber or an engineer or a service engineer.

Valerie Shawcross CBE AM (Chair): Convenience and security.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Even if I do not need all of the widgets that I am carrying, if they are there, I do not have to come back for a second trip.

Valerie Shawcross CBE AM (Chair): They always seem to, anyway, don't they?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): If somebody comes to repair something, it is like, "I don't have that part", and you then have to take another day off work. If they have a van and they have everything, perfect.

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): There are some deliveries and some movements of freight that are suited to the scooter, motorcycle or bicycle movement, but they are a very small proportion of what we are talking about. Where you have heavy or even slightly bulky goods, vans are quite capable of carrying reasonably large loads. Also, they can be very efficient. If you have a vanload of goods that need a series of deliveries around central London, they will be the most appropriate way to get it around in a way that would not be operationally possible if you were trying to do it by moped. They have a role to play and are one of the solutions given that they can be more environmentally friendly and they can be more congestion friendly. Members are experimenting with doing more stuff with those kinds of modes, but it is a niche rather than an alternative to the van, I would say.

Valerie Shawcross CBE AM (Chair): OK. I just want to ask you a question that relates to an earlier scrutiny we have been doing on taxis and private hire. I really do not know what the answer to this one is. We know that there has been a big growth in minicabs in London. They are growing by about 1,000 a month at the moment. We have had complaints about minicabs blocking parking and residents' parking, etc. Has the growth in private hire vehicles affected the freight industry, do you think, in London in any way?

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): We may be a little freight-centric, but I would say that from our members' point of view they are all just cars to us. Whether it is a private motorist or a minicab or a black cab, there is a huge quantum of traffic on the roads, the roads are too 'busy' - in inverted commas - and so it is difficult to get around.

It leads into an interesting area about the best use of the roads and what we are keen for people to consider is not just counting the numbers of vehicle on the roads but actually trying to look at what those vehicles are achieving for London.

Valerie Shawcross CBE AM (Chair): Rationing based on a rational --

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): Yes. In the same way that you should not equate a bus with a car because a bus will be delivering 30 people to their destinations and a private car will be delivering one person and a private hire car, minicab or whatever, similarly, probably delivering one person. Is that the most efficient use of the roads? From our point of view, compared to a fully laden van or a fully laden HGV, it is probably not the most efficient use of the roads. There are tough questions to be asked there in terms of congestion.

Valerie Shawcross CBE AM (Chair): This road-user hierarchy is fine, except that there will be some vans doing something incredibly necessary and socially useful and others doing something less necessary and socially useful. That is one of the things that we would like to try to unpick a little bit during this meeting.

Roger Evans AM: I have a question for Ian about the information that TfL is gathering. Are you seeing the increase in light commercial traffic is having an impact on private car traffic? Whereas at one time to do the family shopping you would drive to the supermarket, pick up the shopping and drive back, now with more people ordering online the supermarket can put one van out on the road and deliver to several different customers. Therefore, potentially, there is a trade-off there. Is that something that you are looking at?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): It is certainly something that we are aware of the potential for. Some work was done a couple of years ago by the RAC or somebody, which looked at substitution. Bear in mind that the growth of internet shopping is really rapid and I would say the industry is not necessarily floundering but the industry is certainly struggling to understand where the trends are heading on some of this stuff. The work from the RAC implied that the internet shopping element was freeing up the car to do something else. In other words, because you did not have to go and spend two hours going to Tesco and parking up in the car park and wheeling the kids around, what you could do is get your internet shopping at a time that suited you better and use the car to take the kids to the park or do something else with the trip.

What we are clearly seeing in terms of car usage in central London is that there are fewer younger drivers getting a car licence and that type of stuff and so there is certainly a degree of substitution.

The issue is how many different delivery options there are. Whereas perhaps traditionally we would have bought all of our food through a supermarket - or in the last 20 years - now we are buying a lot of food through lots of convenience supermarkets on an almost daily basis and topping that up with yet another delivery of a takeaway. You can even get high-end restaurant meals delivered to you within a couple of hours now. With all of the different delivery options, it is a question of how many options you end up with rather than perhaps that one trip in a car to a big supermarket.

Roger Evans AM: I noticed you referred to central London in that answer and in fact a lot of the examples you gave are central London lifestyle options. Do you see the same effect in outer London? I would have thought, with out-of-town shopping, there is probably more of a possibility to reduce traffic in outer London than there is in the centre of town.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Yes, certainly. As you say, that central London lifestyle is what you find certainly around a number of the Tube stations and a number of the Underground stations. If you go out to the outer zone places like Balham or Wood Green or you go to the likes of Richmond or Uxbridge, what happens is there are a number of convenience stores on your route back from the Tube station or from the train station.

People's shopping habits are changing. Therefore, yes, some people will order and pick up bits and pieces and they will do their bulk order online once a week, twice a week or whatever. That is the other side. Whereas perhaps you used to take your car once a fortnight to the supermarket, now it is there at the click of a mouse and you can do it three or four times a week if you want to.

Murad Qureshi AM: Roger [Evans AM] in some ways has answered the first point I was going to make. It sounds to me very much like a central London phenomenon and certainly, from what I saw on Baker Street this morning and the numbers of white vans coming into London, that seems to confirm the picture.

Can I ask you for another observation? To what extent is the increase in freight movement of parcels and what-have-you a reflection of the privatisation of Royal Mail and competition in that sector? Is that a reflection of the increase in vehicles of this type on the streets?

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): You could say that some of the liberalisation of those services has opened up new markets to customers, who then want to take advantage of it and want to book in deliveries in a different way. They want to book them in at specific times. They expect same-day or next-day delivery. As that has become available, companies have stepped forward, companies have promoted that desire, people have picked up on it and so it exists. I would not say it was a

sort of institutional function of privatisation because you can deliver packages on a private basis and so that growth has been coming for quite a few years.

It is obviously a massive improvement in the service not just for individuals who like to have goods delivered at a time convenient for them but we are also talking about businesses, which are now able much more to guarantee, “Yes, I can order those parts at the right time and I know that my workshop will keep working because that part will arrive on time as a replacement”. It helps keeps businesses functioning. Therefore, it is a hugely important thing across society. It is linked to that liberalisation to a degree, but its root is in a desire from businesses and people to have that service.

Murad Qureshi AM: I am not asking for a justification, but has there been an increase in movements on the roads as a result? Would you say that?

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): There has been a continuing trend over the last five or ten years and so I do not know that you would link it to one particular event.

Murad Qureshi AM: It is just that that market is also liquid. You see those companies that deliver the parcels coming in and out of the market as well. It is highly competitive.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Yes. With vans and cycles or even courier-type activity, there are very few barriers to entry. You can go and buy a van tomorrow and you can set yourself up as a courier company and so there is that side of it.

The other side is that, if you take the Royal Mail, its parcel bit was really in rapid decline but the internet has saved it, to an extent. With some of that, it is now getting huge growth, particularly in terms of people having to go to their local sorting office to collect the parcel that was a failed delivery during that day. It is some of that stuff as well.

Murad Qureshi AM: Just coming to that point, it is interesting. Not everyone is picking up deliveries at home. Actually, a lot of people are sending them to their workplaces, are they not? Is that what we have seen?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Yes.

Valerie Shawcross CBE AM (Chair): We have a section on that. Britain really has taken to internet shopping big time.

Murad Qureshi AM: I was more concerned about the movement to work rather than home.

Valerie Shawcross CBE AM (Chair): In fact, I experimented by ordering something and having it delivered here.

Murad Qureshi AM: I do it all the time. It is better. There is always someone here.

Valerie Shawcross CBE AM (Chair): Actually, they have a system.

Caroline Pidgeon MBE AM (Deputy Chair): They do.

Victoria Borwick AM MP: Some companies are now rejecting deliveries at work.

Valerie Shawcross CBE AM (Chair): Yes, Canary Wharf. That is in Caroline's section. That is a very interesting area because that is new growth.

Richard Tracey AM: Could we just have a bit of discussion about, first of all, the examples that were learned during the Olympics? We had a number of sessions with not only TfL but the FTA, the Road Haulage Association (RHA) and various bodies before the Olympics. We were very impressed with the whole management of traffic and transport during the Olympics.

How much in fact is TfL taking forward the lessons that were learned and the various models that were put in place for the 2012 Olympics?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): During the 2012 Olympics, we had a six-week window when we needed to get a change in the way that the delivery and servicing activity occurred. That was achieved through a lot of good work by the freight industry in terms of understanding the size and scale of the issue and also a lot of communication to businesses. As I said earlier, it is a customer-client-supplier relationship and, in a sense, the operator will do what the customer wants it to do. The critical thing was talking to businesses and talking to the operators.

For something like the Olympics, which is a one-off national event, it becomes very easy for everybody to say, "OK, we need to do something different", but we have kept the programme going since then. We do a lot of work engaging with the industry to make sure that we have done that. Really, the messages that we had during the Games - which were to reduce the number of trips, retime them, reroute them and revise the mode - are still the same four things that we are trying to do.

However, we recognise that revising the mode and reducing the number of trips is really about reducing the number of trips on the road network, particularly during peak periods, because the way that freight moves is it tends to be very focused on the daytime and it tends to be very focused on the early morning 7.00am to 11.00am slot. We have done a lot of work in terms of retiming, which I think is also one of the questions for later, and also some stuff about what sort of information the industry needs to consider some of these options and how we take the best practice that occurs currently and how we stimulate that best practice. It is things like the work we are doing with the Out-of-Hours Consortium, work that we are doing in talking to other cities about the way they work on things and the ideas they have, and various trials. If you take nearly all of the coffee shops - Starbucks, Nero, Pret a Manger - they get deliveries overnight or in the evening beforehand. How can we take those models and sell them to other people or encourage other people to pick them up?

Richard Tracey AM: How far is your side of it, Christopher? Are they accepting particularly the out-of-hours deliveries and that sort of thing? Is that a growth area?

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): It is a very promising area to explore. Members are very keen on it. We are active participants in the consortium that Ian [Wainwright] referred to.

There are a lot of barriers to it. Some of those are within the industry. When you have established practice, it is always difficult to get change. Some of the barriers are within local authorities and their acceptance either on an environmental health level or on a planning policy level of night-time deliveries. There are also issues about night-time movements and the London Lorry Control Scheme and concerns around that area.

However, there is a great interest in it because, as well as all the social ills that traffic during the day causes and congestion, emissions and safety, it is also hugely costly to businesses. If they can get night-time deliveries working, they can operate much more smoothly. It can be much more time-efficient and much more fuel-efficient. It is better use of resources all around. It cannot be done for everything because, ultimately, if you are one person operating a small coffee shop and you do not want to open up your place of work until 7.00am and you do not want your deliveries before 7.00am, there is nothing the freight operator can do individually to force you to change that habit. However, certainly with larger companies and some sectors, there is huge opportunity to be making more deliveries at night and it would be a much more efficient use of the roads if we could.

Richard Tracey AM: Jo, do you have any observations on this?

Jo Godsmark (Chartered Institute of Logistics and Transport): Yes. Clearly, we have a limited resource and, by using the night-time, we are filling in the gaps. I think we all support that.

There is a challenge when you are part of a shared user network and you are going into an area to do a multiple-drop delivery and then some of those customers would accept night deliveries and some would not. Therefore, there is a risk that you would go in at night and then come back in the day. Some of the success stories have been where people have been managing their own transport and they have that entire supply chain under their control. It is their staff who are doing the receiving as well as the delivery and, therefore, they can join that up. If you are working for the shipper but not the end customer, trying to do that negotiation on the customer opening up at night is a real challenge. That balance of using that scarce resource maybe is not always in the calculation for what this trip is actually costing.

Another thing that sometimes surprises me - and we have all seen as internet users and customers the free delivery; are we really bearing that cost - is that also a lot of shippers when they are selling to their customers do not always have what I would call cost-rated price card or a robust minimum order quantity and also really policing what they charge their customers for different drop sizes. If you do not have that, the customer who is space-constrained will very naturally order what suits them, whether that is the best thing not only for you as a company but also for the wider environment and community.

Richard Tracey AM: I must say that I live in Wandsworth and we have a good number of streets that have parking on both sides. It bugs me when a street is completely blocked for perhaps ten minutes by either a large van or indeed a building supplier. They seem to be particularly bad at this. They arrive in the midst of the day and then, as I say, block the road while they are offloading. These sorts of people ought to be able to operate in the hours that are not so congested, surely, would you not think?

Jo Godsmark (Chartered Institute of Logistics and Transport): I would say as long as someone is there to receive the goods and it also depends on what else they are doing. For instance, some of the courier companies have become technical couriers. They are not only delivering the goods; they are also doing technical swaps as well. Again, it might move that to more of a daytime activity. I agree that it should be and that that is what we all need, but those are the barriers.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): What we are beginning to find is that whilst with a lot of this stuff we would like the simple answer that is a generic answer, it becomes very, very specific to a local area or a local street.

In the work that we have done with the Out-of-Hours Consortium - which is with Camden, Kensington and Chelsea, Richmond, the FTA, the RHA, London Councils, the Noise Abatement Society, Sainsbury's and Tesco -

it is a lot of people but the issue there was to get all of those people in the room together to say, “What is the art of the possible with retiming?”

Sainsbury’s and Tesco identified 25 stores across three boroughs. Given the level of detail, we have been able to retime three of those 25 stores through a whole series of just unpicking the levels of regulation, things like the route into the store through the London Lorry Control Scheme, any planning conditions, any noise abatement notices, potentially - dependent on the borough - whether they get involved with the view of the residents or whether they do not, and a whole series of different bits and pieces. On one of the sites, there was a planning condition from 1957 that applies to a school that is no longer there. How does anybody find out about this? In a sense, it is just, “We cannot because there is a planning condition”, and you have to get that individual conversation flowing to find the individual solution. As you said, if you take something like a delivery to a small local neighbourhood store, is there somewhere that they can deliver at the right time of day in the right size vehicle? Has anybody really thought about that or is it just a question of, “I am part of a network and somebody is supplying me and they always turn up in an HGV and always block the bus route”?

Therefore, it is trying to get the awareness of delivery and servicing into planning conditions, into - potentially - tenancy agreements and into a whole series of things. There needs to be some questions asked that then say, “You work within that in a free and fair way”. If a new building is being built, what size vehicle should be allowed there?

Richard Tracey AM: I was going to move on to your work with the boroughs. Clearly, you have been saying quite a lot there about that.

The other question, really, in regard to the boroughs is about what their priorities are. How are you being able to align their priorities with TfL’s and London’s priorities as a whole?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): At the risk of dominating, certainly within all the boroughs the key issues are about safety, particularly safety of large goods vehicles; they are about air quality; they are about local congestion issues; and they are particularly about the quality of the place and the economic benefits of having nice streets and nice town centres. I would say a lot of those are the same for us and a lot of the work that TfL is doing on particularly the street types approach is about how we recognise the functionality of a street dependent on the local conditions.

What is also true with the boroughs is that whilst a lot of them are trying to do something about freight, they often do not have the resourcing to be able to do it and it is also split across a number of departments. Sometimes it is about land use planning. Sometimes it is noise enforcement. It can be parking and traffic regulations. It can be the waste contracts. Those all have a freight element to them that we need to try to pull together.

Recently, London Councils’ Transport and Environment Committee has agreed to set up a borough officer liaison group and we have the first meeting of that next month. What we are going to try to do is really talk to the boroughs about some of the work that is going on, some of the great work that the boroughs are doing individually - not just the retiming and the Out-of-Hours Consortium but also Camden is doing a lot of work on consolidation - and those sorts of things and really see how we share some of that best practice.

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): That is all very sound and very accurate, but the experience that members sometimes have on the ground is that there is sometimes not the joined-up thinking within councils that we might like. At the strategic level there is an understanding, but then within the officers you have a transport planning officer who is very good on wanting to make the

streets freer and safer and all of that, an environmental health officer whose priority is for residents' sleep not to be disturbed and a housing planning officer whose priority is to get more housing built, even if that means building it quite close to what is currently a freight depot and, once the housing gets built, we suddenly start getting lots of complaints. We have members who have had facilities closed down because they have been in existence for 50 years but new housing gets built next door and suddenly it is a noise problem. They are the ones who suffer from this. They are making encouraging moves in the right direction, but we would certainly like to see more joined-up thinking, particularly at the officer level within boroughs.

Richard Tracey AM: I think we would all welcome that.

Jo Godsmark (Chartered Institute of Logistics and Transport): I really repeat that point. Also, sometimes the joined-up thinking will conflict between what is happening in the borough and then some of the other London-wide initiatives and trying to make sense of that. As we talked about earlier, there is actually a purpose for the trip and a need for the trip. If we are not careful and we push down one area, we might take an HGV movement and put it into multiple van movements inadvertently because of another initiative that has been taken up. It is that joined-up approach.

The feedback is also that the information that was produced during the London Olympics was very useful and the layby information and the real-time information did make a big difference, while accepting that that is a hard act to follow.

Richard Tracey AM: All right. We have talked quite a bit about out-of-hours work and so on, but one major area - and you have touched on it vaguely - is the examples of other cities' work in the UK and, indeed, abroad, major cities like London in Europe and in North America. Can you tell us some more about what you have learned there and what we could apply in London?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Yes. Over the last five years, we have been involved in a few European projects looking at different methods and different city approaches.

What we have found is that very often we get an awful lot more benefit on just a one-to-one conversation with other cities. As a result, what we are finding is that the world is slightly coming to London, which is a bit scary because we are saying, "We do not know everything. We are still trying to find out what we are doing", and yet everybody is saying, "You are doing more than we are". We have certainly started some really good relationships with a number of the European cities: Stockholm, Gothenburg, Copenhagen, Paris, Brussels, Barcelona, Berlin and Madrid. We have named contacts. We can email people. We can find out what they are doing and how they are responding.

What we have also done is we have done some straightforward exchange stuff. Back in June, my equivalent from New York came over to find out what we are doing. I have a team of 30. She has a team of five. New York has the same population as London. They are really struggling, but they have a lot of work they have been doing on routing. We are sharing this best practice wherever possible. There is a number of initiatives that are taking place. There is a global initiative at the moment on retiming deliveries and one of my team is involved in monthly conference calls on that with New York, São Paulo, Stockholm and a few others. In a sense, what we are trying to do is to make sure that we do not miss anything that is out there, see how it is applied elsewhere and see what we can do.

The one example I would give is New York. New York, on retiming deliveries, has paid individual retailers to change their premises as a one-off payment so that they can receive deliveries out-of-hours. That is not

something that TfL has the funding for, but it is one of those things that says, “Why did they manage to do that? Why did they have to pay for it? Surely the retailer is making money from it”. We are getting into the detail of that and the economics of that to ask if that is a repeatable model through a slightly different approach and to understand how those practices could apply in London.

Richard Tracey AM: It is very good to hear. We have some examples in our notes. Barcelona seems to be pretty forward-thinking, according to this.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Yes.

Richard Tracey AM: Indeed, San Francisco has dynamic parking charges. How does that work?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): San Francisco has a number of different bits and pieces. It also has an app where you can order a parcel and, if you move the location where you are, you can tell the parcel delivery company and they will redeliver it to you somewhere else. I would suggest that that probably increases van traffic rather than anything else. However, this is the point where different cities have different approaches that work.

Dynamic parking charges would just be a question of different times of day in different locations. What we are finding is that very often, if you take the way that freight accesses the kerbside and particularly vans access the kerbside, the way we work in the UK is that we have double yellow lines and single lines for parking, but it is the blips on the kerb that affect the loading. In most places you can load and offload most of the day, whereas in a lot of the places, if you go to Paris, there are only dedicated loading bays and you cannot park on general streets. Therefore, there tends to be a way in a lot of other cities where they really restrict the loading a lot more than we do, but then we have that ability which says that the van is there and in five minutes is gone. It is not parked there for half an hour as the driver wanders off to find the place that they are delivering to. There are pluses and minuses.

Jo Godsmark (Chartered Institute of Logistics and Transport): What I understand from San Francisco as well is that they did some research that showed a lot of traffic was caused by people driving around and around to find a parking spot because the pricing was not right and so the parking was too full. It is about also - and this is more, obviously, for domestic private vehicles - trying to get the pricing right so that there are spaces and people will not be driving around and around so much.

Richard Tracey AM: I see. I understand. How successful have the various consolidation centres been in alleviating some of these problems? Are there plans to establish more of them?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): The issue with consolidation centres is that, in a sense, you are taking something out of one vehicle and putting it into another vehicle, which means there is a human involved. All that does is increase the cost. There has to be some advantage somewhere in that supply chain that means, by taking it out of one vehicle and putting it into another one, it gives some benefit.

What we have found is that at places like Heathrow it has worked a real treat. It reduces the traffic that is going into the central terminal, it has a security aspect to it and it saves the high-end retailers that are at the airport having to hold stock. There is a win-win-win. The Houses of Parliament consolidates for security reasons. Regent Street consolidates a number of stores because, once again, it is less stockholding with really high rentals. The recent one is construction consolidation when the site is really constrained. Barts Hospital,

for example, is being built through a construction consolidation centre, not for the concrete and steel but for all the fit-out stuff.

The other one that has been working recently is one that Camden has been involved in through the Mayor's Air Quality Fund and some European funding, which is Camden and two other boroughs. When Camden moved its offices, it ended up with one loading bay and it knew it was going to struggle to get everything into head office, but it has consolidated and saved money on the procurement process by getting the delivery to one point rather than each individual delivery company having to go to 40 or 50 different delivery points. It is saving money on that.

Therefore, there are different models but the model has to be about whether it provides either a cost benefit or a service benefit in that supply chain.

Jo Godsmark (Chartered Institute of Logistics and Transport): They are different models. It is all about what your target area is and whether you can do a critical mass of work in that target area to make it worthwhile.

If we go back to our night-time delivery discussion, we said that, actually, if you have a multi-drop and you take two of those out and put them at night, then you have a vehicle running at night and a vehicle running during the day. It is the same with a consolidation centre. If you cannot get a critical mass of work for that consolidation centre, the danger is that you will take out some of those drops. They will go to the consolidation centre and the vehicles are still going in for the rest of the work.

If you take something like Heathrow retail and Heathrow construction, it is a mandated service and the consolidation centre to be used. Therefore, you get all the deliveries flowing via that consolidation centre. That is appropriate for that environment, but not necessarily appropriate for all target areas.

If you take the example where you are taking it along the whole supply chain and the contracting body that puts in the consolidation centre - like the Camden model - is also receiving the goods rather than, again, having all those conversations with all the different businesses in that target area. As soon as you go out to a very wide group of companies within an area, then you would probably have to go down the mandating route.

It is that commercial trade-off again. Because not all the congestion and all the costs are really and truly in the calculation for an individual company, the individual company, if given a choice, will often choose not to use the consolidation centre.

Valerie Shawcross CBE AM (Chair): Was it Jo who mentioned the phrase 'technical swap'? I do not really know what that means. Do forgive me. Give me an example.

Jo Godsmark (Chartered Institute of Logistics and Transport): If you have a card payment [device] a lot of, say, supermarkets will do a swap for some technical part, a part of the till, a part of the payment [device]. They will just swap. If something is broken, they will swap it in.

Valerie Shawcross CBE AM (Chair): They are doing an installation?

Jo Godsmark (Chartered Institute of Logistics and Transport): You have taken some of the technical engineering support and you have made it into a swap that can be done by a logistics company instead.

Valerie Shawcross CBE AM (Chair): The van driver does a quick installation?

Jo Godsmark (Chartered Institute of Logistics and Transport): You have the parts and you have the swap, yes, and you have a quick response as well.

Valerie Shawcross CBE AM (Chair): Yes.

Victoria Borwick AM MP: It is a payment transaction?

Valerie Shawcross CBE AM (Chair): It is a bit of kit that is changed.

Jo Godsmark (Chartered Institute of Logistics and Transport): No, sorry, that was just an example. It is any piece of kit. It could be a lightbulb.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Effectively, if you assume that the guy who comes to deliver your new washing machine installs it for you, he is doing the technical bit of it as well. When you are dealing with some technology --

Valerie Shawcross CBE AM (Chair): In the old days, somebody would deliver it and then somebody else would turn up and install it.

Jo Godsmark (Chartered Institute of Logistics and Transport): Yes.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): A lot of the logistics companies are doing that technical element as well and they are skilling their drivers to do more.

Valerie Shawcross CBE AM (Chair): Yes, that is very good. We have come to the end of the questions we had prepared for this section. Are there any other thoughts and suggestions that you would like to make, particularly Jo and Christopher, who will be leaving us now, before you go? Are there any other things that you had wanted to convey to us?

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): Just wrapping it up, there are issues with the amount that vans are being used and it really comes back to how customers are wanting services. That is the primary driver for that and so it is going to come back to that question.

There were questions raised in here about click-and-collect and how that would resolve some of the issues. I just wanted to say that it does not automatically because, if people are using click-and-collect and they are asking for same-day delivery, it could be one van having to turn up to deliver one package to a click-and-collect site rather than to a home or an office. It just a substitution of journey rather than an elimination. Once you are into expecting same-day delivery or named-hour delivery, then it is that demand from businesses and consumers that will drive that. If you are looking at managing van traffic, that is the serious end of the equation we have to get into about what services are viable if that becomes an increasing problem.

Valerie Shawcross CBE AM (Chair): That is very, very helpful. That prompts quite a lot of thoughts about whether or not, socially, we could afford for people to have what they want when they want it. Maybe there is a cost to the community that needs to be made explicit by becoming a cost to the consumer.

Christopher Snelling (Head of Urban Logistics, Freight Transport Association): Yes, that is the point. Going back to what we were saying about out-of-hours deliveries, part of the reason it worked well during the Olympics was, because it was such a high-profile event, customers had it in mind and they thought about it

and said, “Yes, we will change”. What we tend to find – and it is an ongoing source of frustration and I think for TfL as well – is that the customers of freight do not tend to think about freight very much. Even if we are thinking about installing cycling infrastructure or something, TfL has had to work quite hard to get businesses on the street to think about how their deliveries will be made in future because, as far as they are concerned, “Somebody else does that. I just tell them when I want it and it turns up”. Integrating that thinking of how you run the business and how you have deliveries done is a challenging topic.

Valerie Shawcross CBE AM (Chair): That is very helpful.

Jo Godsmark (Chartered Institute of Logistics and Transport): Building on that, really, I would say that transport for many companies – not all but many – is sometimes seen as a less critical purchase even though it is actually going to their final customer. They do not have a lot of visibility, particularly when it is outsourced and not part of their supply chain with their own employees.

Then there is what we have talked about, this target area, where night-time deliveries, consolidation and different initiatives can come in and make sure that that thinking is joined-up so that we are not proliferating the journeys but actually removing a critical mass of them.

Valerie Shawcross CBE AM (Chair): OK. That is very helpful. Anybody else before we go? Can I thank Jo [Godsmark] and Christopher [Snelling] in particular for answering our questions and for starting to open this whole issue up for us? This is the first time there has been any public debate on the topic and so it was a very useful exploration.

If you have any other thoughts or any further information that you stumble across, please do drop us an email or write to us. We would be very pleased to hear from you. There were a few things that you said earlier on like how the regulatory pressures on HGVs may be causing fragmentation into smaller vans. That is obviously an issue of concern for us because HGVs might be environmentally efficient for freight but they are obviously a problem in terms of cycling and safety. There are some very critical issues. If you have any evidence or any data that you find, we would be very grateful for it.

We are grateful for your time today. Thank you very much. It was really great evidence and very useful. Thank you.

Second Panel

Valerie Shawcross CBE AM (Chair): Thank you very much for coming, everybody. I know one or two of you were sitting and watching that session. We are very interested to hear what you have to say about your own industries and we are grateful for the written evidence that many of you have already given. Thank you very much for your time today.

Do you want to go around and introduce yourselves?

Lali Virdee (Institute for Sustainability): Yes. I am Lali Virdee. I work for the Institute for Sustainability. We are a registered charity but our aim is to deliver some of the very difficult, far-reaching and new thinking to the community and see how we can encourage our cities to be more sustainable.

Valerie Shawcross CBE AM (Chair): Very good. You are right on the button.

Richard Crook (Fleet Director, DHL Express UK): I am Richard Crook. I am here representing the DHL Express division in the UK but I am also happy to discuss, where I can, the wider family of DHL in the UK as well.

Valerie Shawcross CBE AM (Chair): Thank you for coming.

Charlie Shiels (Executive Director, DPD Group UK Ltd): I am Charlie Shiels. I am the Executive Director of DPD UK, the UK division of La Poste, the French post office. We are the largest domestic parcel company in the UK. We will deliver about 200 million items this year, I reckon. I am representing DPD.

Valerie Shawcross CBE AM (Chair): Yes, very good. Thank you.

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): Hi. I am Kevin Greenaway. I am the National Planning Manager and I look after transport projects, transport deliveries to stores, etc. I look after all that side of it, the actual primary rather than the online aspects, but I do have a little bit of insight into online as well.

Valerie Shawcross CBE AM (Chair): I am sure you do. Thank you for coming. Ian [Wainwright] we have already met.

Nicholas Dunn (Head of Transport UK, Tesco plc): Hi there. I am Nicholas Dunn, Head of Transport for Tesco. I look after the UK and I have nothing to do with the rest of the world at the moment. Thank you.

Victoria Borwick AM MP: Thank you very much indeed and thank you very much to you for coming a few moments early. We are conscious of the time today.

This is obviously a really important subject, particularly following on from what we have heard previously this morning. Perhaps the sorts of things we are talking about are obviously the sustainable delivery options: electric vehicles, cycles, any other options you think are realistically feasible. I know there is a broad range of topics here that my colleagues are going to pick up this morning over the questions and I am literally just starting off today.

Really, how far is sustainability a consideration? What are the options? What are the incentives? Who thinks it is important? Who does not? Who values it? Who does not? Do people value it or not really? Do the retail

companies value it or not really? I really would like just brief options. Who would like to start off or lead off on that?

Charlie Shiels (Executive Director, DPD Group UK Ltd): I suppose in answer to the last bit of your question and in answer to how much our customers value it when they buy our services, I do not think they value it as much as you would like them to. What they value mostly is the quality of the service we deliver and the price of the service that they have to pay us to deliver, whether in London or in any other part of the UK you live or I live. Very often, major tenders from major companies that want transportation services will mention it in the tender, but at the end of the day it always comes down to the quality of the service and the price of the service.

Victoria Borwick AM MP: Absolutely. Did you want to talk about some of the sustainability issues?

Lali Virdee (Institute for Sustainability): Certainly. That is very correct. When you ask customers who are buying things whether they want things to be delivered more sustainably, a number of them will say yes. However, if you ask them to pay more, then they will probably say no. Much of that stuff has been shunted to the side slightly and there are ways around that in order to encourage people to use more sustainable modes of transport, to reconsider how consolidation centres work and other things as well. Those facilities are available.

Some of the projects that a number of us have worked on show that those things actually do work, not just in the short term but there is business viability. Quite often, when you are using more sustainable methods, there is not necessarily an increasing cost. That is very important because, with some of the Incoterms that people use when tenders are being put together, a slightly different way of doing the same thing can actually yield a much better mechanism and a more effective mechanism.

Victoria Borwick AM MP: On the logistics side, would any of your colleagues want to make any comment about that? Is it a consideration? Are the public interested? Who is interested? What are the incentives?

Richard Crook (Fleet Director, DHL Express UK): Yes. Certainly from a DHL point of view, we do look at it all the time and we will trial and test things. However, again, it is back down to that barrier to entry. There are electric vehicles out there.

Listening to a lot of the conversation this morning, it was about congestion in the City and so on. Frankly, we would end up putting more vehicles into the City if we went down a total environmental, electric-type route because the technology just is not good enough to put one electric van in as a substitute for a diesel.

Victoria Borwick AM MP: Absolutely.

Richard Crook (Fleet Director, DHL Express UK): There are weight issues. They are inherently heavier and you cannot put as much freight on them. They are generally a smaller vehicle as well and, again, you cannot put as much on them and so on. You are finding that you are having to double up. Certainly, with some of the cost models we have done, we are saying that to go down an environmental route, you are talking about at least two-and-a-half times the cost of a vehicle, plus two drivers --

Victoria Borwick AM MP: The congestion, therefore, is a problem.

Richard Crook (Fleet Director, DHL Express UK): It does not help congestion in the City. Even though there is a bit of benefit from a cheaper fuel to operate and maybe congestion charging and all of that, it does not actually outweigh the costs.

Victoria Borwick AM MP: Tesco logistics or Sainsbury's, what would you say?

Nicholas Dunn (Head of Transport UK, Tesco plc): Sustainability starts off with making the best use of the current technology. We do that through a number of means. We are working with our suppliers to standardise pallet heights so that vehicle load utilisation is maximised on goods in. We are working with our warehouses to ensure layouts maximise the filling of the units of dispatch that we use. Those units of dispatch are then maximised on vehicle fill by clever routine and scheduling packages and we are utilising software and adapting that software to give the best benefits for our fleet. We are working with the right size of equipment to maximise the number of drops that can be on the road at any one time, therefore minimising the total number of vehicles. Doing all of that and maximising what you have is the first step.

A bit like my colleagues have just described, we have worked with a number of manufacturers. What is the future? We have looked at compressed natural gas. We have looked at electric vehicles, etc. Without repeating, it is very hard to make it work and be sustainable at the moment.

Victoria Borwick AM MP: You are right on the technology issues.

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): Yes, it is exactly the same things that Nicholas has just alluded to there for Tesco. All the retailers are pretty much in the same ballpark when it comes to exploiting the use of trains, double-deck trailers, etc.

We have invested quite significantly in a dual-fuel fleet and we probably have the biggest dual-fuel fleet in the country. Even that is quite a difficult scenario. It is now getting more expensive. The new Euro 6 engines are not available in dual-fuel models and so we cannot go down the new fleet option for those.

We have explored the use of the Thames out there. All of these things we have explored and all the retailers - Marks & Spencer, Tesco, us, Asda - have looked at varying options. It comes down to making the best use of what is available now. With the congestion side of things, we are working with the guys at TfL to try to exploit more night deliveries and Tesco and ourselves are involved in a consortium with TfL on that.

Therefore, realistically, we are trying everything we possibly can to make it better, but there is not anything absolutely brand-new out there that is available to change the world as we see it at this moment in time.

Victoria Borwick AM MP: Inevitably, next May we are going to have a new Mayor and it will be an opportunity for influencing on his or her policies.

Obviously, having come from a slight background connected with a failed electric van vehicle, I am well aware of the technology in the sense that it is not there yet, but I do urge you to continue to think about what a new Mayor could do to help. However, as you say, until we get the technology in the vehicle, it is pretty difficult to recommend an entirely electric route at the moment. That is probably quite sensible, but if you do have future policy options, I hope that you will continue to keep us up to speed.

You touched briefly on rail and also river. As I say, we are trying to move the meeting on. Are there plans to explore other rail consolidation centres, river ones, other passenger and freight transfer? Can we move on to that side of the debate as well? Who would like to lead on perhaps either rail or passenger/freight transport or out of hours? What are the options? Who would like to lead on that?

Nicholas Dunn (Head of Transport UK, Tesco plc): In terms of trains, we currently operate five trains. For example, our train from Daventry to Scotland takes 32 equivalent articulated vehicles off the road every day six days a week and so trains have proved very successful. However, trains only work where you have the volume and the distance to make the economics work at either end of loading and unloading.

That said, we are exploring two more trains, one coming down from the northeast where we have a non-food depot at Middlesbrough, which was designed to make use of deep-sea shipping. There have been some challenges with the depth of the port and the availability of those ships coming in to the northeast, but the depot for Tesco still exists and we are now exploring with a couple of the companies real options to trunk on the train rather than on the road. We currently use double-deckers and so the train has to work very hard economically to take double-deckers off the road to work for us, but we are exploring that.

We are also exploring a route from Daventry to the Reading area, where we also have a large distribution depot. We have recently launched two trains, one to Barking and Essex from the Daventry area and one down to just outside Cardiff, again, from the Daventry area.

Therefore, trains are very much part of my thinking and hopefully, as the routes and the options within rail grow, will prove to continue to be a great option for us.

Victoria Borwick AM MP: If I bring this back to London and TfL, once we get the Night Tube working, do you think Tube carriages could carry freight at night? How does TfL see itself in this ever-growing market on both Tubes and obviously Night Tubes?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): The issue for both the Tube and for mainline passenger trains is where we prioritise the people movement as opposed to where we prioritise the freight movement. It is getting that balance because the freight trains that Tesco referred to are, effectively, paths. There are paths within the rail network that allow them to do that.

The issue for us is that the majority of Tube stations are designed for people movement. They are designed to get people down underground and back up again. If you try to take stuff, you only have to see what happens at Victoria Station and all the tourists with their suitcases trying to go downstairs to come back up.

We have talked about the art of the possible. Could we do something with metro in the morning, in the early hours or something? The practicalities of that have to be really clear.

Victoria Borwick AM MP: That is further reason why everything should be disabled accessible, something that has been a great passion of this Committee for some time.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): There is certainly the accessibility of stations, but there have been suggestions of reopening the old Post Office Railway.

Tom Copley AM: Hooray!

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Once again, the issue with that is that a lot of that was bagged mail that went down a chute. How do you get the stuff back up? How do you get the volumes, the pallets and the roll-cages that modern distribution uses?

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): There is the storage of them as well. Temperature control would need to be involved with all the retailers as well.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Certainly one of the things that we have to look at in future strategic directions is, in 20 or 30 years, should we be having an underground rail system that is enabled to get stuff right into the centre of London, maybe by train, directly from Daventry, for example? Are there options that say we should be doing something --

Victoria Borwick AM MP: If they are coming into Reading, surely they can use Crossrail. One of you also touched on the river. I think, Kevin, you did.

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): Yes.

Victoria Borwick AM MP: Could you tell us a bit more about what you have been doing with rivers and canals. I am obviously bringing us to London for the moment because that is our purview.

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): Yes. That was a very long time ago. It was actually when I came back from paternity leave and my son is nine in January. That shows how long ago that was.

It proved successful. It is effectively a proof of concept scenario where we used what was the Charlton depot, which has now become a convenience depot for us, to deliver into Wandsworth and to the store there. They were afternoon deliveries and that worked well. The problem with it is there is no infrastructure there. At either end, we had to mock something up. You could not do that on a daily basis. The cost of it was somewhere between five and eight times more expensive than road deliveries. Primarily, that was around the fact that there is no infrastructure at all.

Valerie Shawcross CBE AM (Chair): It is a tidal river.

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): The tide would kill it for overnight deliveries because every day you are getting nearly an hour later. What could be a delivery at 1.00am on a Monday turns out to be 5.00am on a Friday and that does not work within the retail environment particularly well.

Victoria Borwick AM MP: A final question from me. How do you lot communicate with TfL? This is obviously really important. It is the first time we have examined it in this way. Obviously, there are lots of things that are in planning. How do you liaise? You talked about the future technology and the future strategy? How do you plan that together? Obviously, this is something that is going to, I am sure, come back in the future.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): During the Games we pulled together a thing called the Freight Forum, which was designed to try to make sure that we have a high level of dialogue with the large companies, large organisations, trade associations and business groups. What we try to do is get everybody in the room twice a year to talk about a range of different subjects so that there is an overview of that. We have relationships with all of the organisations to an extent, perhaps partly not as clearly with the Institute for Sustainability, which is probably an overall issue, but who knows?

Certainly we do that, but we also have one-on-one conversations. Tesco and Sainsbury's are both in the Out-of-Hours Consortium and we really have this where we are trying to engage with these organisations. DHL, for example, has developed an 18-ton delivery vehicle that is gas powered, has a safe high-vision cab and is quiet, which they are now using for overnight deliveries for one of the retailers in central London. We are

having these conversations about some of this stuff and about what works. Once again, that has taken DHL a lot of money. The work that Sainsbury's and Tesco have done with their overnight deliveries has also been labour intensive, a labour of love in many cases.

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): I am not sure about the love!

Valerie Shawcross CBE AM (Chair): Sorry, Ian. Can you just say what the company is there? I just missed that.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): With DHL with the vehicles, yes.

Valerie Shawcross CBE AM (Chair): That is a very useful example.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): It is not the express side of it. It is more the bulk delivery into retailers, but it is working through the contacts that we have with DHL.

Richard Crook (Fleet Director, DHL Express UK): Again, that is more a proof-of-concept development rather than something that is financially sustainable to go and just shift your entire fleet to.

Valerie Shawcross CBE AM (Chair): You are doing a pilot study.

Richard Crook (Fleet Director, DHL Express UK): It is a huge investment. It is a step that as a group we took to just see whether it could actually practically work if you took, dare I say, the finances completely to one side and ignored them.

Lali Virdee (Institute for Sustainability): I would just like to reiterate what Ian [Wainwright] was saying. I have worked with Kevin [Greenaway] on a major freight logistics multimodal shift project and that was quite an interesting thing that we did. That was across the whole of Europe. DHL is operating the Camden consolidation centre, which is part of our Last Mile Logistics (LaMiLo) project. We have also done proof of concept trials with TNT and with Sainsbury's on Euston and other things. There is a lot of working together. As an organisation, we also get involved with new technologies. We have been looking at the Dearman engine - the new nitrogen-powered engine there - and other technologies.

Therefore, there is in the background a reasonable amount of discussion. We do work with TfL quite a bit. We have some direct contacts, as Ian [Wainwright] was mentioning earlier on, and we have named contacts back in there. Some of the other stuff that we have also done is with TfL Surface Transport as well. We probably are talking to each other and we are doing certain things.

The big problem is that creating this massive sea-change is going to be rather slow and these proof-of-concept types of scenario will begin to grow. As they grow more and more, the economics of them will become better. Some of the projects that we have running through LaMiLo are now commercially viable and they will continue to grow. That is where we need to start. We can slowly chip away at the regulatory issues and the legislative issues and then we also have a change-of-behaviour issue as well.

Victoria Borwick MP AM: That has been a really good introduction.

Valerie Shawcross CBE AM (Chair): Thank you very much for that. One of the things we are here to do in a way, Lali, is to open all that up to the public arena because it will help push things along, even in a regulatory framework.

Can I just go back quickly to an issue that we meant to find out more about that has not taken off? Obviously there was bit of a discussion there about quite heavy major freight. Our focus for this purpose is really the delivery to the small business and the small customer, the retail deliveries and the impact that is having on London at the moment.

We had some evidence in from an organisation that does cargo bike deliveries. Does anyone want to comment on whether or not the cargo bike could be a useful player in terms of retail-style or small business-style deliveries in London?

Lali Virdee (Institute for Sustainability): If I kick off, I think you are talking about Gnewt Cargo.

Valerie Shawcross CBE AM (Chair): Yes. Do you know them?

Lali Virdee (Institute for Sustainability): Yes. We worked indirectly with them. They were going to do some work with DHL on the Camden consolidation centre but it did not quite work out.

However, by way of analogy, one of the other pilots within the LaMiLo project is an organisation called the Green Link. They use cargo bikes in the centre of Paris. They deliver to three postcodes within Paris. They have a specially adapted electric-powered bicycle that has a cabin at the back. It is under the limit for being considered a motorised vehicle and so it does not have to comply with any of the other regular things. It does not get charged the Congestion Charge and it does not get parking fines. It still has to be insured and, therefore, those things are covered. It has a reasonable load capacity; 200 kilograms is what it can carry. It does three routes every single day for each one of the drivers. That has become quite successful within Paris. It has opened three consolidation centres based on that principle. We are running a special global positioning system (GPS) platform to optimise automatic GPS tracking of all of that stuff. The main people that use that service are TNT and DHL in Paris. It is extremely successful and extremely replicable. That is the thing with these: to show that it can be replicated. That particular organisation is now taking that and replicating it in Maastricht. It is looking to do some work in Antwerp. It has also been back in London and talking to some organisations within London to see whether they can replicate that and work with the likes of Gnewt to do that.

Gnewt has a very similar principle as well in that it wants to carry larger goods, more volume and more weight so that it can become economically viable. Each one of these vehicles delivers something in the region of 500 to 1,200 parcels per day. Volume-wise it is obviously nowhere near the things these big organisations have. Again, as a proof of trial and a proof of concept, it is now commercially viable. It has taken big trucks and vans – and indeed also electric vehicles – off roads and replaced them with these pedal-powered vehicles, which are absolutely fantastic and are working really well.

Valerie Shawcross CBE AM (Chair): It has a role to play.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): They certainly work in certain areas. Gnewt is around the city and particularly around some of the areas in the West End. Particularly when you consider West End places like Leicester Square and things where the roads are closed off, it is very useful to be able to access in different ways. It is about the right vehicle at the right time. There is no way – if you take your local Tesco or Sainsbury's convenience store – that four or five articulated lorries a

day are going to be replaced by cargo powered bikes. It is getting the right mix in place. It is having the facilities to enable the cargo bikes to be located somewhere, to take stuff out of a bigger vehicle and to put it into a smaller vehicle for some areas, whereas in other places it could be taking stuff out of the small vans and putting it into a bigger vehicle to be delivered in bulk to an area. It is getting that mix. They are an essential part of the mix, I would say, but as part of the whole and dependent on a whole series of different elements.

Valerie Shawcross CBE AM (Chair): That is very helpful.

Charlie Shiels (Executive Director, DPD Group UK Ltd): It is a fairly quiet day today for us. We are delivering probably 150,000 items inside the M25. We have eight depots based around London to service London's needs. On the busiest day of the year it will be double that amount, I would imagine, some 300,000.

If you are asking me to be honest, can I see me putting drivers on bikes delivering parcels to your houses in Walthamstow? No, I cannot, absolutely not. There is a place and a time and I can see it in certain locations, but the reality is there will be health and safety issues and there will be all sorts of issues to do with it. I am not being negative because we will do whatever we can.

The reality is that customers demand more and more every day. The fashion industry wants to offer customers as late as midnight a cut-off the night before for next-day delivery. The fashion people are competing against each other. We are getting parcels injected now until 1.00am in the morning for delivery in London by 10.00am the next morning. We run a very efficient and effective operation that makes sure we can do that, and a cost-effective element to be able to make a few pounds and to carry on employing people.

Valerie Shawcross CBE AM (Chair): You will not be using bikes. We get that message, Charlie. It is quite a volume.

Richard Tracey AM: Just briefly for the record really, Chair, in my role in promoting river transport; Kevin Greenaway mentioned the various attempts that we made from the Mayor's Office and from Sainsbury's to open up some sort route to Wandsworth. What we found is that of course the lack of wharves defeats this.

The other thing I should say is that the Port of London Authority is reporting considerable growth in river transport but it tends to be from construction projects. The Blackfriars Bridge used it a lot. Crossrail has. The Tideway Tunnel will, as will the Northern line extension into Nine Elms. All that use of river transport will, we hope, take a lot of lorries off the road.

Valerie Shawcross CBE AM (Chair): It has been heavy freight.

Kevin Greenaway (National Planning Manager - Logistics, Sainsbury's): If the infrastructure was there, I do think people could use it and use it successfully.

Valerie Shawcross CBE AM (Chair): Yes, that is very clearly noted.

Murad Qureshi AM: Similarly, as Chair of the London Waterways Commission, we have been advocating water freight for a very long time.

Switching from the rivers to the canals, you mentioned the problem about tides. At least you do not have that problem on the canals and in north London we do have a network. Do you see scope to use that at least?

Kevin Greenaway (National Planning Manager - Logistics, Sainsbury's): We did look at canals at the time. The Thames made sense because you could come from a depot around the Dartford-Charlton area into central London and have a whole set of stores that you could deliver fairly close to where you would get off the river. Those would be very specific routes. You have to be very lucky with your positioning of a depot and your positioning of a store. You have to have enough stores to make it viable. Also, canals are very slow.

Valerie Shawcross CBE AM (Chair): A four-mile-an-hour limit, yes.

Murad Qureshi AM: Ian, you made a comment about luggage. Is it time to consider movements of luggage as freight given that Gatwick is actually offering that service and copying what they do in Japan? That would take a lot of stress off the Tube system in places like Paddington, Earl's Court, Hammersmith.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): There has to be a business model in there somewhere, I would suggest. As you say, they do it in Japan in Tokyo. It is a service that I know is offered in Switzerland as well. There is something there to be said for it, but it is the guarantee.

Certainly Regent Street has considered doing it the other way. Rather than the shopper taking stuff out of the shop, it will get picked up and delivered to your hotel.

Caroline Pidgeon MBE AM (Deputy Chair): I want to look at a feature of e-commerce in click-and-collect. I am a big fan of all this online shopping, I have to say. It is fantastic.

What do we think is the potential role of click-and-collect services in trying to reduce van traffic? How can these services be enhanced? We have done some survey work of Londoners. Within that, it seemed a lot of people were not using click-and-collect and did not follow it even though they may well do online shopping. Is that the way forward to reduce lots of these smaller delivery parcels to people's homes?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): It is one of those things again: as an internet shopper, which model do you want to follow? For some people, it suits their lifestyles. It is also - as I said earlier - the fact that the market is fragmented slightly. The impression we had was that a lot of the retailers were concerned they were losing the footfall into the store and therefore people were buying speculatively when they went into the store. There seemed to be a sea-change. I am sure colleagues to my left will correct me if I am wrong. When John Lewis announced after Christmas that it had 56% of its internet orders as click-and-collects to one of its stores, everybody went, "How the hell did it do that? Can we have some of that, please?" It drives that footfall back. There is an issue there for the retailers as individual retailers.

The other side of it is the various models that people have put in place and their interchangeability. As a consumer, if you buy something one day from John Lewis, the next day from Argos and the next day from somewhere else, can you actually go to one place - which happens to be your local place - or do they all run in different directions? The fact is that you have CollectPlus, Doodle and InPost; different ways of doing this stuff to what suits your lifestyle. That is why things like Amazon are interesting. On Amazon you can buy almost anything and then you have Amazon Prime that says, "We will deliver it to you in an hour or come and collect it from one of our locations". It is how much choice the consumer has and what model the retailers want to follow to get the customer loyalty and the customer footfall into their stores.

Caroline Pidgeon MBE AM (Deputy Chair): In terms of trying to reduce vehicles on the roads, something like click-and-collect, which I presume just gets put into the vehicle that is going to deliver to that store --

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Not often. They are often coming through different supply chains. It depends. If you take something like John Lewis, you can click-and-collect to a Waitrose store. The stuff that is going to a John Lewis would not be normally delivered to a Waitrose store and so it is another delivery to that Waitrose store.

Caroline Pidgeon MBE AM (Deputy Chair): OK. In my mind, I always thought that whatever you have ordered goes into the van that is going to that store.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): It certainly has potential. If you could say there are no van deliveries coming into people's offices in central London because they are being done through click-and-collect to where they live in the suburbs or outside of London, it would be a definite win. It is how to achieve that.

Caroline Pidgeon MBE AM (Deputy Chair): Actually, people get it delivered near to where they work, generally.

Kevin Greenaway (National Planning Manager - Logistics, Sainsbury's): Within our model at the moment, that volume - if it was a click-and-collect food order, for example - would be delivered into the store from the depot network. We are going in a similar way to Tesco and other people in terms of having online consolidation centres, very similar to the depot network. We will then deliver out from those to people's homes rather than from the store angle as we would currently for online. If it is a click-and-collect order, it will pretty much come straight into the store from the depot. You will not have a completely separate journey. It would come in with that main volume.

Ideally, you would want people to come into your store for click-and-collect because, as you say, you get that extra footfall. You would ordinarily have the click-and-collect at the back of the store because you want people to go past a number of shelves in the first place.

In terms of online and things like that, we would say that we would actually be saving carbon dioxide (CO₂) in terms of the online deliveries. The study that we have done with Imperial College would suggest that it has actually saved CO₂ because it has saved multiple journeys into the store from customers in their own cars when you are actually putting ten orders or so into one van. It is quite a saving. From a Sainsbury's perspective - in terms of the way we would report CO₂ - it will look worse for us because we then adopt that CO₂ instead of the customer and so we end up bringing that into our scope of reporting. We do think - and it has been studied with Imperial College - that it would save CO₂.

Caroline Pidgeon MBE AM (Deputy Chair): Focusing on click-and-collect, Nicholas, in terms of Tesco, you and Sainsbury's are pulling out of click-and-collect at transport hubs, which was tried in London. Asda was part of it as well. I certainly kept seeing an Asda van when I went up to Highgate outside the station. Is it just because people were driving there or is it that financially it was not working?

Nicholas Dunn (Head of Transport UK, Tesco plc): If I can just go back on the click-and-collect bit and then come back to your specific point, Tesco, like Sainsbury's, has a number of routes to market for click-and-collect. Click-and-collect has proved extremely popular with our customers, which has then seen growth in the London area of the dedicated click-and-collect hubs that deliver straight to the customer. The majority of grocery and food shopping still rides through the main network to the store and so we are not creating additional vehicles to the store.

In terms of online shopping for non-food items, the number one priority for lots of reasons, including sustainability, is to go through the Tesco network and not to create additional traffic. What we then do is work with our parcel firms – for example, Yodel and DPD – and we will consolidate many parcels for a store for different customers into the one larger master parcel. That therefore then reduces the number of trips that van has to make to a particular store.

In terms of trialling other methods of click-and-collect in areas away from the store, for example, we did trial lockers and we did extend the trial for a longer period. Unfortunately, that did not prove as popular with our customers and we were not able to sustain that. It is hard to describe all the reasons but my suspicion probably is we have such a good store network that it was just as easy for the customer to go to the store.

Caroline Pidgeon MBE AM (Deputy Chair): To pop in, yes. Did you get any feedback on it as your part of it, Ian?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): Being a landlord, we get the greatest commercial value from an individual retailer being at the site. The issue for the customers is that out of all of the passengers arriving at a Tube station, a percentage will normally shop at Sainsbury's and a percentage will normally shop at Tesco, Waitrose, Asda or wherever. Consequently, unless there is a multiple offering there to maximise the footfall, you are automatically segmenting part of your audience. Hopefully, the retailers assume, I expect, that that is part of the way, "We can get more business because we are here". It is also a matter of whether it fits in with people's normal patterns and the patterns they are used to.

Kevin Greenaway (National Planning Manager – Logistics, Sainsbury's): The convenience model for everyone – Tesco as well as us – is colossal in London. Ten years ago, it was 40% convenience and 60% supermarkets. It is completely the reverse of that now, almost exactly. Now you have more chance of walking down the street and there will be a Sainsbury's or a Tesco. You have less need for those kinds of things now and it is growing all the time.

Charlie Shiels (Executive Director, DPD Group UK Ltd): Click-and-collect is about choice for the consumer. It is one of a number of options. There is a hierarchical preference when people are getting a parcel at home. The number one preference is, "Get it to my house". Number two is, "Get it near my house", maybe delivered to a neighbour. 'Leave safe' is another very popular way. They tell us exactly where they want us to leave the parcel and then it is, "A store or a shop maybe nearby where I live". The least favoured option is at a depot somewhere 20 miles away. That aggravates people. When you get home at night and you get the card through your door that says, "We came and you were not in", you then want it to say, "It is with number 24", or, "It is with the store down the road", or, "It is in your greenhouse, which is what you asked me to do". You then think, "That is good. I am happy with that". That is the reality.

In answer to the question, I agree that logic tells you that if you are delivering to ten different places and you now deliver those ten items to one shop network in the centre of a village somewhere, then your mileage will reduce, your stops will reduce and your efficiency will increase. Click-and-collect has an important part to play, along with everything else, in the future. It is growing. Customers like it.

Caroline Pidgeon MBE AM (Deputy Chair): One of the issues is vehicles driving around, missed deliveries and all that, the frustration for the customer and the cost to you as an operator as well in having to store them somewhere. What are you doing to try to improve that logistically? That increases vehicle movements on the roads? I have seen some companies where you will get a text with a link and it says, "You are delivery number 54 today for this van".

Charlie Shiels (Executive Director, DPD Group UK Ltd): That is us, yes.

Caroline Pidgeon MBE AM (Deputy Chair): OK, "This is approximately what time we think we will be with you". I was loving it. I just kept looking all morning at where this van was, how much it was delivering and how fast. I knew what time it was going to arrive at my home, which meant I could pop out and know I was not going to get the card through the door. Are there more developments?

Charlie Shiels (Executive Director, DPD Group UK Ltd): None of you would want a failed delivery and you do not from a London point of view because it means an additional journey. We are obsessed with successful delivery. That is why we now interact with people. We have customers like Amazon, which gives us a lot of parcels every day and wants them delivered to you and me as consumers. Our commercial relationship is with Amazon but we want to interact with you as its customer and say, "Look, we are coming today. Are you in? We are going to be there about 3.00pm if you are going to be in. If you are not, tell us and we will come tomorrow, leave it with your neighbour, leave it safe for you or leave it in your shop network, whichever you prefer". That is what consumers want. They do not want to be frustrated when they have ordered goods to be delivered to their home. It has an important to play in the supply chain.

Caroline Pidgeon MBE AM (Deputy Chair): Do you think as more and more banks, for example, and places at Canary Wharf are banning staff from receiving non-work-related parcels - and I can understand why because I have seen the post room here, particularly running up to Christmas and the stuff they get in - is there therefore a greater role for collection lockers and the shop network, which is a great development as well?

Charlie Shiels (Executive Director, DPD Group UK Ltd): Yes. Again, we have seen that. Initially, delivery to work was encouraged. We have B-to-B deliveries, business to business, and we have B-to-C deliveries, business to consumer. For the consumer deliveries, lots were going to business addresses and you realised that of course they are ordering it to their workplace because they are not going to be in. Then, when you are delivering 300 packages in one go to a bank in London, they are saying, "Hang on a minute. We are becoming a delivery agent", and they have banned it.

You need to give the consumer choice because they are not going to be in. They either want it left with a neighbour or to be able to pick it up at a railway station at one of the establishments that are now up and running. It is all about giving them the choice. "If I cannot get it at work what can I do? I will get it to a shop (a) nearby the station where I live or (b) nearby my house so I can do it at one part of my journey home." That is only good for smaller packages. You do not want to see lots of parcels on the Tube and on the trains. You cannot be walking along with a fridge. It has to very carefully thought through, of course.

Caroline Pidgeon MBE AM (Deputy Chair): Ian, what is TfL doing to really promote this idea of collection lockers and other things that can help with this?

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): It is part of consolidation. We talked about consolidation centres earlier. It is the same principle of how you consolidate the trips that are occurring. Back to my original point earlier this morning, what is the commodity, what is the origin and what is the destination? What we are trying to do with this is get a feel of the flavour of the volumes and where the volumes are heading and also the types of commodities. What you are doing with fresh food has to be slightly different from what you may be doing with dry goods or a parcel that you ordered from Asus or something. Is there some form of bland collection point that is available at every Tube station or every railway station so that every commuter can collect their food and can do this or that?

It is trying to identify what the gap is and, in a sense, what TfL's role is. Do we promote individual types of activity? As a landlord, we have a very clear role in terms of maximising the commercial income. Where does our role fit in some of this when the market is still in this flux of where it is going? If we start trying to put in place 'the solution', what will happen is we will end up with lots of people pulling us in a number of different directions. We have to be very much aware of the debate and work out what the role is and look at how we can investigate certain different types of solution and keep in contact with all of the players and the market - CollectPlus, Doddle and all these other types of people - so that we understand those integrators, as it were, as well as the individual delivery agents or retailers that might be driving some of that activity.

Caroline Pidgeon MBE AM (Deputy Chair): Does anyone else have anything else? I have not spoken to Richard or Lali [Virdee]. Do you have anything to add on internet shopping and how we can reduce the vehicle movements without infringing on consumer choice, which has opened a whole world to many people?

Richard Crook (Fleet Director, DHL Express UK): That is the debate again: it is down to that critical mass. Obviously, from a DHL point of view, a lot of our packages, quite obviously, are international parcels. They are a different value again. There is different legislation and so on. It is not as easy to leave with a neighbour or leave in a safe place. We do some of that where it is viable for us to do it, but a lot of the time we need signatures and there are processes that have to be gone through for a parcel that either is going to find its way onto an aeroplane or has come off an aeroplane. There are all those challenges to get around as well, along with at the end of the day you have a customer - be it a business customer or private consumer - who has pressed the button to say, "At midday tomorrow I want my package from New York in my hand. This is the way I want to do it because that suits my lifestyle". That can be completely different to the other 100 customers just before them.

Charlie Shiels (Executive Director, DPD Group UK Ltd): Some of it is the e-commerce companies. All of us are getting better. At the point of purchase there is now a prompt, "Will you be in?" The information is better. "When will you be in? When do you want it? If you are not in Wednesday, do you want it Thursday?" That clearly also will reduce failed deliveries because none of us want failed deliveries. Failed deliveries cost us money. We want to go to the delivery point and deliver the goods. That is what we want to do.

Lali Virdee (Institute for Sustainability): Richard and Charlie are quite correct. Relinquishing responsibility by organised delivery companies has been much better now. A few years ago they would never have relinquished any responsibility. Over the last two to four years they have started to let go a little bit of that. Clearly there are certain places that you can go where people have taken complete decisions. If you go to Greenwich Millennium Village, you are not allowed to have any deliveries. Everything goes into one consolidation space where all the residents come and collect their parcels. There are no people driving around willy-nilly waiting for parcels. You know it is going to come to that place and you go and pick it up.

We have also had examples of where sub-consolidation has happened. There are three or four bad examples of this in Europe where they have failed because people just do not want to subscribe to yet another service where they go and join in as a safe place to have delivery and then get it redelivered to themselves.

As Ian [Wainwright] was saying, there is a multitude of different approaches. You have to look at the one that fits that particular scenario the best. In my experience, in the last two to four years organisations have started to relinquish some of that responsibility. As long as they can still track-and-trace where that thing is and it still talks back to their individual systems, they are happy to say, "OK, you can do a bit".

Victoria Borwick MP AM: How would you get a washing machine delivered and fitted if you could not have a van going around?

Lali Virdee (Institute for Sustainability): On that particular bit, I am talking about the smaller parcels.

Caroline Pidgeon MBE AM (Deputy Chair): You are talking about smaller stuff. Thank you.

Valerie Shawcross CBE AM (Chair): Thank you. That is very helpful.

Tom Copley AM: I want to turn to the issue of drones for delivery, which is something the Mayor has expressed support for. It captured his imagination in a way that only something outlandish possibly can. How outlandish are they? Are they a feasible alternative to current delivery options? I am interested to hear from the retailers first.

Kevin Greenaway (National Planning Manager - Logistics, Sainsbury's): I do not specifically know what size of drone he is thinking about. I cannot imagine that they are going to be a great deal of use for even a home delivery. They certainly will not be any use for delivering to stores. I struggle with the vision of multiple thousands of drones flying over London. You would not want to be a bird at that point in time. I cannot see it. It may work for very small, very expensive packages that need to go across London in a very, very time constrained manner. I do not see it working in any other way.

Tom Copley AM: It has only been trialled by Amazon, has it not, for delivering a DVD or something like that?

Kevin Greenaway (National Planning Manager - Logistics, Sainsbury's): It would have to be something more than a DVD because I would imagine it is going to be very expensive.

Tom Copley AM: Yes. Also, there are questions. Do you have to have a garden for it to land in? What if you are in the bottom flat? Do you have to be at home? Where is it going to be located?

Kevin Greenaway (National Planning Manager - Logistics, Sainsbury's): It still looks like you would have to be there. From everything I have seen, it looks like you would have to literally stand there and accept it off the drone for it to fly away. That does not get you away from the issue of still needing to be at home.

Tom Copley AM: Ian seems very keen.

Kevin Greenaway (National Planning Manager - Logistics, Sainsbury's): Ian wants a TfL drone.

Caroline Pidgeon MBE AM (Deputy Chair): They probably have one!

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): I will make no comment on that. Currently there are civil aviation rules that say that anybody flying a drone has to have sight of it for private reasons. Obviously there is a whole issue about military drones.

There are a number of issues. The question is the practicality of them. There are some options, potentially, for places like the Outback in Australia where you are trying to deliver a small thing to a far distance.

The other thing I would say as an individual is to look at when the stories about these things break in the media. The thing about Amazon and drones happened to drop down about the beginning of November last year. Am I being too cynical? The point is that it was in the build-up to Christmas. It is this speed of access to something. A lot of what the customer service offering is about is the speed of access. People will continue to

trial and people will continue to push what is technically possible but it is about giving consumer choice. It is consumer choice that is driving a lot of this activity.

Valerie Shawcross CBE AM (Chair): I am glad that you mentioned the Civil Aviation Authority guidance, Ian. This question went on before I read that. After I read it, I thought you could not possibly with these regulations anywhere in London because they are so safety and privacy focused that it would not be a workable option. It is interesting to know that.

Richard Crook (Fleet Director, DHL Express UK): We have put a helicopter on to get into certain parts of London more quickly, but it is all about speed for the customer. It is not, being brutally honest with you, about efficiencies for DHL and so on. It is very customer-specific driven and there is a cost to it.

Valerie Shawcross CBE AM (Chair): We have concerns about helicopters in London, particularly from a noise nuisance point of view. That is not necessarily something we would want to promote, particularly for people with riparian constituents, because helicopter noise is a significant issue for us.

Caroline Pidgeon MBE AM (Deputy Chair): Yes.

Ian Wainwright (Head of Freight and Fleet Programmes, Transport for London): A couple of thousand buzzing drones over your heads would equally --

Valerie Shawcross CBE AM (Chair): People doing shopping by helicopter would be worse than drones.

Thank you very much. I know you are incredibly busy people. I hope you have found it interesting to be here and to help open this issue up a bit to the public gaze. It is very much appreciated. If there is anything else you like to say urgently now or would like to offer to write in and give us a bit more evidence, please do so. We will be aiming to produce a report that explores some of this work and in particular take a look at the validity of what TfL is doing. Indeed, TfL seems to be doing more than we had been aware of. We are quite pleased with that. It is really great to talk to people who actually do the jobs and make London work and so it is much appreciated.

Any last comments from any of you?

Richard Crook (Fleet Director, DHL Express UK): If we just nip back to the start when we talked about electric vehicles and weight, for me - from a payload point of view - one of things that would really open up some of the doors to reducing the numbers of vehicles is around that threshold of what a van is allowed to ultimately weigh. Three-and-a-half tons is the payload capacity of a van, whether it is electric or diesel. That is quite old in terms of its understanding. It is all about the safety of vehicles 50 years ago versus the safety of vehicles now. I know it is a massive topic to get around, but if we could get that weight threshold lifted to maybe even just four tons we could actually put more parcels on --

Valerie Shawcross CBE AM (Chair): Just for electric?

Richard Crook (Fleet Director, DHL Express UK): On a diesel even, dare I say. It would give us the legal ability to put more parcels on the vehicle so that we could expand the catchment area.

Valerie Shawcross CBE AM (Chair): That is very helpful, Richard.

Richard Crook (Fleet Director, DHL Express UK): It is a huge topic to get into in terms of how you would legislate for that.

Valerie Shawcross CBE AM (Chair): If you have time to write to us about some of the technical issues there, it would be very well received. We will be producing a report on this. Anything like that we will be expressing in the report and so thank you very much for that.

Caroline Pidgeon MBE AM (Deputy Chair): It was very useful.

Valerie Shawcross CBE AM (Chair): Of course, our stuff does get read by national people. Evidence suggests that we do influence the agenda and so that would be fantastically helpful. Thank you.

Richard Crook (Fleet Director, DHL Express UK): I will do that.

Valerie Shawcross CBE AM (Chair): Thank you, all of you, for your time today. It is very much appreciated. Very good. Thank you.

Subject: Summary List of Actions

Report to: Transport Committee

Report of: Executive Director Secretariat

Date: 15 October 2015

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 9 September 2015

Item	Topic	Status	For Action by
6.	National Rail Services in London That authority was delegated to the Chair, in consultation with the party Group Lead Members to agree the Committee's report on National Rail services in London.	The report is in preparation for publication during October 2015.	Scrutiny Manager
9.	Light Commercial Traffic During the course of the discussion, the Chair asked DHL to provide the Committee with further details of the regulatory issues arising from the 3.5 tonne limit on vehicles classed as light good vehicles.	The Chair has written to DHL to follow up the discussion.	DHL

Actions arising from the Committee meeting on 8 July 2015

Item	Topic	Status	For Action by
7.	<p>Taxi and Private Hire Services in London</p> <p>During the course of the discussion, the Committee requested the following further information in writing:</p> <ul style="list-style-type: none"> • An update on progress with each of the 19 recommendations in the Committee's report, Future proof; • Confirmation that a taxi and private hire strategy would be produced by the end of the year; • Further details of TfL's research on the mix of traffic in London, including when it would be completed and whether it could be shared with the Committee; • Details of plans to record all complaints about Uber in a single place; • Correspondence between TfL and Uber in relation to a fine of £10,000 for permitting a vehicle without insurance, and an explanation of what happens if there are further breaches; • A response to the request that TfL consider an internal audit of the conduct of its regulatory function; and • Details of measures to deal with taxi demand in Twickenham during the Rugby World Cup. 	<p>Isabel Dedring, Deputy Mayor for Transport, has written to the Committee. The letter is attached as an appendix to the report at Agenda Item 7.</p>	TfL

Actions arising from the Committee meeting on 9 June 2015

Item	Topic	Status	For Action by
9.	<p>National Rail Services in London</p> <p>During the course of the discussion, the Committee requested the following further information in writing:</p> <ul style="list-style-type: none"> • An assurance from Network Rail about plans for dealing with passengers in the event of disruption in hot weather, particularly at London Bridge station. 	<p>The Chair wrote to Network Rail to request the additional information.</p>	Network Rail,

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 GLA arising from this report.

List of appendices to this report:

None

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Dale Langford, Principal Committee Manager Telephone: 020 7983 4415 E-mail: dale.langford@london.gov.uk

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Subject: Motorcycle Safety

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 15 October 2015

This report will be considered in public

1. Summary

- 1.1 This report provides background information to the Transport Committee in relation to its meeting with invited guests on motorcycle safety.

2. Recommendation

- 2.1 **That the Committee notes the report, puts questions on motorcycle safety in London to the invited guests and notes the discussion.**
- 2.2 **That the Committee delegates authority to the Chair, in consultation with party Group Lead Members, to agree any formal output from the discussion.**

3. Background

- 3.1 The Committee agreed at its meeting on 9 September 2015 to hold a meeting with experts and stakeholders to discuss motorcycle safety in London.
- 3.2 Initial analysis suggests that motorcyclists are significantly more likely to be injured in road traffic collisions: although powered two-wheelers have just a one per cent of modal share on London's roads, they account for 17 per cent of all casualties. TfL published a Motorcycle Safety Action Plan in 2014 containing a range of measures aimed at reducing collisions.¹

4. Issues for Consideration

- 4.1 The following guests have been invited to attend the meeting:
- David Davies, Parliamentary Advisory Council for Transport Safety (PACTS);
 - Ben Plowden, Transport for London;
 - Lillie Matson, Transport for London;

¹ The action plan is available at: <https://tfl.gov.uk/cdn/static/cms/documents/motorcycle-safety-action-plan.pdf>

- Leon Manning, Motorcycle Action Group; and
- Karen Cole, Motorcycle Industry Association.

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

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Subject: Taxi and Private Hire Services

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 15 October 2015

This report will be considered in public

1. Summary

- 1.1 This report asks Transport Committee Members to note the findings of recent meetings with private hire operators and correspondence with the Deputy Mayor for Transport.

2. Recommendation

2.1 That the Committee notes:

- (a) A letter from the Deputy Mayor for Transport, following up the discussion at the Committee's meeting on 8 July 2015, including an update from Transport for London on progress implementing the recommendations of the Committee's report, *Future Proof*;
- (b) The note of a meeting of party Group Lead Members with representatives of Uber London Limited; and
- (c) The note of a meeting of party Group Lead Members with representatives of Addison Lee Limited.

3. Background

- 3.1 The Committee published a report on London's taxi and private hire services, *Future Proof*, in December 2014, setting out recommendations for the Mayor and Transport for London (TfL) on how to improve services for passengers.¹
- 3.2 At its meeting on 8 July 2015 the Committee met with the Deputy Mayor for Transport, Isabel Dedring, and Leon Daniels and Garrett Emmerson of TfL, to discuss progress with implementation of the recommendations. The Committee requested further information following the meeting, including copies of correspondence between TfL and Uber London Limited in relation to the company's conviction for permitting a vehicle without insurance.

¹ The report is available to download at: <https://www.london.gov.uk/mayor-assembly/london-assembly/publications/future-proof-taxi-and-private-hire-services-in-london>

4. Issues for Consideration

- 4.1 On 30 September 2015, Transport for London launched a consultation on proposals for amending private hire regulation, arising out of the Private Hire Regulations Review.² Alongside the consultation, TfL published a provisional strategy for London's taxi and private hire services, fulfilling one of the key recommendations of the Committee's 2014 report.³ It is recommended that Members agree to delegate authority to the Chair, in consultation with party Group Lead members, to respond to the consultation on behalf of the Committee.
- 4.2 Isabel Dedring wrote to the Committee on 15 September 2015, following up the request for information made at the Committee's 8 July meeting. The letter included an update from TfL on progress implementing the Committee's *Future Proof* recommendations. The letter is attached at **Appendix 1**. Correspondence between TfL and Uber in relation to the company's conviction for permitting a vehicle without insurance was also provided to the Committee in confidence. In summary, the correspondence consists of:
- A letter from TfL to Uber on 23 December 2014, notifying the company that TfL was reviewing what action was required in respect of Uber's private hire licence.
 - A reply from Uber on 5 January 2015, summarising business practices and setting out steps taken by the company in response to this issue.
 - A reply from TfL on 3 February 2015, confirming Uber's operator licence would not be revoked or suspended.
- 4.3 On 28 July 2015, party Group Lead Members met with Jo Bertram and Andrew Byrne of Uber London Limited. A note of this meeting is attached at **Appendix 2**. On 14 July 2015, party Group Lead Members met with Dominick Moxon-Tritsch, Michael Galvin and John Young of Addison Lee Limited. A note of this meeting is attached to **Appendix 3**.

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 direct financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Letter from Deputy Mayor for Transport

Appendix 2 – Note of meeting with Uber London Limited

Appendix 3 – Note of meeting with Addison Lee Limited

² TfL's consultation document is available here: <https://consultations.tfl.gov.uk/tph/private-hire-proposals>

³ The strategy is available here: <https://tfl.gov.uk/cdn/static/cms/documents/taxi-and-private-hire-strategy2.pdf>

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Richard Berry, Scrutiny Manager Telephone: 020 7983 4199 E-mail: scrutiny@london.gov.uk

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MAYOR OF LONDON

Val Shawcross CBE AM
 Chair of Transport Committee
 London Assembly
 City Hall
 The Queen's Walk
 LONDON, SE1 2AA

Our ref: MGLA160715-0172

Your ref: 69

Date: 15 September 2015

Dear Val

Re: London Assembly Transport Committee, 8 July 2015

Thank you for your letter of 15 July about the Committee's meeting following up its investigation into taxi and private hire services in London.

I am sorry to hear of your disappointment regarding Transport for London's (TfL) progress on an overarching strategy regarding taxi and private hire services in London. To clarify, TfL is working towards publishing a strategy which will be available by the end of this year, as per the commitment made on 8 July. The Mayor has always been clear his vision for the taxi and private hire trades is to maintain the separation of the two trades and for TfL to ensure taxi and private hire services in London are safe, reliable and successful, and an integrated part of the transport mix.

Since the Committee meeting, I understand you have met with Surface Transport Chief Operating Officer Garrett Emmerson who, I hope, was able to reassure you that much work is already ongoing that will lead to the clarification or resolution of many of the issues you are most concerned about, particularly in respect of the proposed new private hire regulations.

As requested, attached as Appendix A is an update on each of the *Futureproof* recommendations for the Committee's reference.

On the issue of a clear audit trail of interactions between senior managers and licensees, TfL assure me a robust licensing system is in place and is now taking steps to ensure all other interactions across the organisation that concern regulatory matters will also be logged on its TOLA system (which it uses to log licensing information) going forward. However, in the spirit of transparency, TfL's internal auditors will audit its regulatory and compliance function relating to taxi and private hire and the results will be shared with the Committee once complete.

With regards to private hire complaints, as stated in TfL's submission to the Committee in February 2015, TfL and I completely agree that it is important to have a clear and fair complaints process which can then be measured and reported publicly. This is why the issue is being considered as part of the Private Hire Regulations Review being undertaken by TfL. I have asked TfL to give particular attention to the matter and will have a further update for the Committee imminently.

MAYOR OF LONDON

TfL's congestion research will investigate the speed of travel of taxis compared to general traffic in central London. It will also provide an update of how many private hire vehicles are entering central London at certain times of the day. TfL will share the research's findings with the Committee once it is complete, which planned to be the end of September 2015.

With regards to private hire operators requiring a landline, TfL's current policy requires a landline to be specified at the time of application, a requirement which was met by Uber London Limited. However, it is not a regulatory requirement for an operator to specifically maintain a landline once licensed and operational. Both TfL and I do recognise the importance of passengers having access to an effective and responsive complaints handling process and this is why TfL is specifically considering the issue of a permanent landline as part of its Private Hire Regulations Review.

As requested, attached for Committee Members reference only (Appendix B), is the correspondence between TfL and Uber London in relation to the fine and awarding of costs totalling £7,500 - rather than the £10,000 suggested in your letter - for permitting a vehicle without insurance. TfL is supplying the correspondence to Committee Members for use in connection with their statutory scrutiny function and we have informed Uber London we are letting the Assembly have the correspondence.

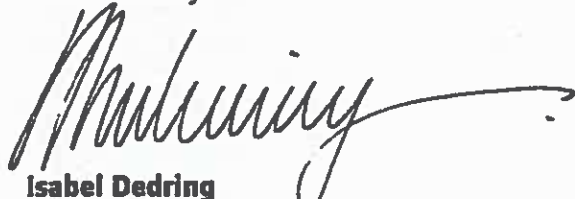
In answer to your question, private hire operators must keep records of bookings, complaints and lost property at their licensed centre along with details of drivers and vehicles that are used to fulfil bookings. This includes retaining up to date copies of all documents that prove a driver and vehicle are licensed for private hire work, copies of their DVLA driving licence and proof of current hire and reward insurance. These records must be available for inspection by TfL staff. Through the Regulations Review, TfL is considering how best to harmonise the period for data retention for operators across the Capital.

To deal with taxi demand in Twickenham during the Rugby World Cup, TfL has worked with the London Borough of Richmond, the tournament organisers and local taxi drivers on suitable arrangements and these will be trialled at the various test events. TfL will continue to work with tournament organisers and boroughs on what further arrangements can be implemented during the Rugby World Cup.

I share the Committee's wish to ensure TfL honours the commitments made by the Mayor to safeguard the future of both taxi and private hire services in London. I hope this letter goes some way to providing the reassurance you are seeking.

Thank you again for writing to me.

Yours sincerely



Isabel Dedring
Deputy Mayor for Transport

APPENDIX A – Updates from TfL in relations to Futureproof recommendations

Recommendation 1

By May 2015, the Mayor should publish a long term strategy for the development of both taxi and private hire industries. The strategy should clearly set out the Mayor's position on the continued role of taxi and private hire services in London, and actions that will improve passenger and driver safety, guarantee a sufficient number of high quality drivers and vehicles across the city, and ensure that all services meet the highest possible standards for accessibility. The strategy should also set out how TfL will strengthen its enforcement and clamp down on illegal activity, within a clear and transparent governance and decision-making framework.

The Mayor and TfL are committed to maintaining the two-tier system between taxi and private hire services. The Mayor and TfL feel it is vital for London to maintain this distinction and the many differences between them including:

- On-street hailing v pre-booked only
- Regulated taxi fares v regulated private hire fares
- Taxis exclusive use of bus lanes
- Specifically designed accessible vehicle v options from saloon to people carrier vehicles

To support this, TfL will publish a long term development strategy for taxi and private hire services in London. It will set out a clear vision for London's taxi and private hire services which provide vital services to Londoners and visitors to the Capital.

It will also bring together other workstreams currently underway relating to taxi and private hire services in London such as the Ultra Low Emission Zone requirements.

The strategy will reiterate TfL's commitment to ensuring London's taxi and private hire services are the international gold standard for passenger service.

Recommendation 2

By May 2015, the Mayor and TfL should develop specific public awareness campaigns which show how to correctly identify whether a driver/vehicle is licensed. TfL should also work with the tourism industry to ensure that visitors arriving in London have access to this information.

TfL has now reviewed the messaging and channels for the next stage of the Safer Travel At Night campaign starting in September 2015 and as per the Committee's recommendation, will incorporate engagement with London & Partners and with the tourism sector, including Visit Britain and Heathrow and Gatwick airports, on the 'rules' for booking a private hire vehicle and the importance of checking a driver's identifier before starting a journey.

Recommendation 3

By May 2015, TfL should further develop the database that links drivers to vehicle and operator information. TfL should work with app developers to produce a tool that will enable passengers to check the status of their driver, vehicle or operator.

As stated in TfL's submission to the Committee in February 2015, there is currently no requirement for operators to upload details of the drivers and vehicles registered with them to TfL's licensing database.

As part of the Private Hire Regulations Review, TfL has sought comments and suggestions on the possibility of changing the links between drivers, operators and TfL.

TfL is considering the 4,000-strong response to the Regulations Review consultation and will publish further proposals for a detailed secondary consultation to be launched in September 2015. TfL would very much welcome a submission from the Committee once the consultation is launched.

Recommendation 4

By May 2015, TfL should produce a signage strategy for the licensed taxi and private hire industries, including plans to pilot number plate-based fixed signage.

The full signage strategy set out in our response in February is still being considered as a permanent solution. However, the principles of a new signage trial have been agreed with the private hire trade and TfL and will now be tested with the public through customer focus groups.

Recommendation 5

By March 2015, The Mayor and TfL should report back to the Assembly on options to incentivise the uptake of cashless payment options, for both the taxi and private hire industries.

TfL ran an extensive public consultation on the mandating of payment cards from 15 June to 24 July. The details of the consultation can be found on the below link and TfL is now considering the 1,100 responses received. TfL's plans following the consultation will be published by end of September 2015.

Discussions with card payment providers are ongoing to ensure the best deal for drivers and passengers..

https://consultations.tfl.gov.uk/taxis/card-payment/consult_view

To support the consultation TfL has engaged directly with the taxi trade and payment card industry to seek their views on the practicalities of mandating payment cards.

Recommendation 6

By May 2015, the Mayor and TfL should set out how they intend to monitor and improve supply and demand, for both taxi and private hire industries, across London. This should include a specific study into potential demand for taxi services in outer London town centre locations.

As per TfL's original submission, a study of driver working patterns via a driver diary survey will be undertaken this autumn alongside a comprehensive supply and demand service. TfL will seek data from app providers such as Hailo, Gett and Addison Lee as part of the trial to understand driver and customer patterns and behaviours.

This work will be considered alongside TfL's taxi and private hire congestion research planned for August, which is covered in the preceding letter.

Recommendation 7

By May 2015, the Mayor and TfL should set out plans to ensure that all Underground stations located on the 24-hour Tube network have a taxi rank in place by the launch of the programme in September 2015, and suburban Underground and National Rail stations have a rank by May 2016. TfL should also prioritise rank provision in outer London town centre locations with unmet demand. Rank locations should be included on TfL journey planning tools and TfL should explore options for increasing the visibility of ranks through distinctive signage. The Mayor and TfL should also set out clear guidance for event planners to ensure that taxi and private hire provision is explicitly contained in transport planning for major events and attractions.

TfL's detailed review of the ranks arrangements at each Night Tube station is now complete. The review found that implementing new rank space at every station is not practical or desirable. For example, Southwark Tube station is a short walk from Waterloo station, which has a large rank, is passed by many taxis en-route to or heading away from Waterloo, and is served by Night Bus services.

Following the review, there are 26 stations where there is not currently a rank and TfL 's working to provide a new rank, of which 14 will be in place before the launch of the Night Tube. Fifty stations on the Night Tube network already have a rank, with another 16 stations in central London where there is plenty of passing trade, such as the Southwark example above, where a new rank is not deemed necessary. Finally, there are a further six stations where there is already a rank but we want to see improvements to that rank.

Criteria used when identifying where ranks were required include:

- Location of station towards ends of each line
- Demand from taxi trade
- Whether station is Step Free
- Whether station is an interchange

The Night Tube work is part of the wider programme to increase rank space in the Capital by 20 per cent by 2020 which was a commitment made in the Ranks Action Plan published in February 2015.

TfL is continuing to work on updating its policies and guidance relating to ranks as per the Ranks Action Plans' commitments, and to work with the taxi trade's Cab Ranks Committee on wider ranks requirements in London.

Recommendation 8

By May 2015, the Mayor and TfL should satisfy this Committee that the entry requirements into each market are fit for purpose. This should include providing evidence that there are no artificial barriers to entry, that the requirements are relevant to the specific demands of each industry and that they ensure protection for passengers, drivers, and other road users.

As previously referenced in the update to Recommendation 3, to help ensure the regulations for private hire in London are fit for purpose, a deliberately wide-ranging Private Hire Regulations Review has been undertaken by TfL.

TfL is considering the 4,000-strong response to the Regulations Review consultation and will publish further proposals for a detailed secondary consultation to be launched in September 2015. TfL would very much welcome a submission from the Committee once the consultation is launched.

Some policy related items are possible to deliver sooner and TfL is working up plans to introduce a revised and strengthened topographical assessment with greater TfL involvement, introducing an

English language requirement, requiring disability awareness training and implementing arrangements for TfL to handle PHV complaints in September, as per the commitment made at the Committee meeting on 8 July.

TfL has no plans to change the Knowledge of London, which helps to ensure the Capital's licensing regime remains the international gold standard.

Recommendation 9

The Mayor and TfL should ensure that disabled taxi and private hire passengers' needs are met by taking steps to incentivise the provision of wheelchair accessible private hire vehicles (for example, through reduced vehicle licensing fees) with a view to reaching 25 per cent wheelchair accessibility across the private hire fleet by 2018. By May 2015, TfL should also introduce requirements for all taxi and private hire drivers and operators to undertake mandatory disability awareness training as part of the licensing process. TfL should also enforce a zero-tolerance approach to drivers and operators across both industries who illegally refuse to carry disabled passengers, and increase the visibility of its complaints process so that disabled passengers can name and shame providers who break the law. Drivers and operators who are found to not comply with these regulations should face suspension of their licences.

TfL continues to work with the private hire trade to improve the accessibility of its vehicles.

As per TfL's response to the Futureproof report, it continues to use all available powers to enforce the law and continues to support a zero tolerance approach to driver and operators across both industries who illegally refuse to carry disabled passengers. From 2006/07 to 2012/13 TfL successfully prosecuted 20 drivers for refusing to carry an assistance dog, who all received criminal convictions and fines of up to £1,000 each.

Since 2013 TfL has established a process of issuing the driver or operator subject to an allegation with a warning letter in the first instance. This served to remind them of their legal responsibilities and raise better awareness of the needs of customers with accessibility needs and to encourage better compliance. In 2013 TfL issued five warning letters and in 2014 we issued seven. There has been no record of repeat offenders after a warning has been issued and no need to prosecute. TfL believes this is a positive sign of compliance but regardless is now taking a more proactive enforcement action including prosecution of first time offenders in appropriate cases and also using the planned mystery shoppers approach to detect offenders

TfL will shortly be running a new campaign to help make operators, drivers, and their staff aware of their legal obligations in regard to carrying passengers with assistance dogs including making them aware of the different types of dogs used for this purpose.

With regards to vehicle quotas, the trade remain clear there is not the demand for such quotas and are impractical to given a large section of the trade is a small operator with only a handful number of vehicles.

As private hire vehicles are pre-booked only (unlike a hailed taxi), a customer has the ability to request an accessible vehicle from an operator before it turns up and the operator can seek to provide an appropriate vehicle in advance of the journey. However, as previously stated, TfL is progressing with requiring disability awareness training for PHV drivers.

Additionally, to support the Taxi Ranks Action Plan, TfL is now considering its policy to make taxi ranks accessibility requirements match those of bus stops, to enforce the holistic approach taken to make London's transport the most accessible of any major historic city.

Already the bus network is step free, Dial-a-Ride services are step-free, the DLR is step-free, 66 Tube stations are step-free and 44 London Overground stations are step-free.

Recommendation 10

By March 2015, the Metropolitan Police should improve the information it collects on cab-related crime, to ensure greater understanding of whether offences are committed by licensed taxis, private hire vehicles and Pedicabs, and by licensed or unlicensed drivers/vehicles.

TfL, the Met Police and City of London Police continue to work together to improve the collection and analysis of data on cab-related crime, to improve the effectiveness of its response and joint crime prevention activities.

Both trades are encouraged to report intelligence on cab-related crime which as much detail as they can provide to TfL via TPHintel@tfl.gov.uk which is used to plan enforcement and compliance activity.

In the autumn the relaunched @TfLTPH Twitter feed will be available to take live reports of touting and intelligence from the legitimate trades and members of the public during out of office hours using the hashtag #tfltoutingreport.

Recommendation 11

By May 2015, The Mayor and TfL should provide the Committee with a definitive assessment of the resources currently devoted to enforcement, setting out costed plans to increase these where necessary and address funding gaps. This should include options to increase licence fees to ensure adequate enforcement resources are available.

Further to the in-depth officer information provided in TfL's response to the Committee's report, TfL can now confirm that the number of dedicated TfL Taxi and Private Hire Compliance Officers will be doubled to 82 by early 2016.

Recommendation 12

By March 2015, The Mayor and TfL and the Metropolitan Police should set out specific steps that will be taken to improve the efficiency and visibility of non-covert night-time operations.

TfL has put additional measures in place and substantially increased the levels of visible enforcement to deter and disrupt illegal minicab activity in hotspot locations in central London. Launched in May, Operation Neon, the high visibility, multi agency operation involving TfL enforcement and compliance officers, TfL funded officers in the Metropolitan Police Roads and Transport Policing Command and Westminster City Council parking attendants which is proving to be effective in dealing with the issues identified through the trade, keeping roads and ranks clear so that the legitimate, law abiding trades can operate.

The operation is ongoing and currently runs every Friday and Saturday evening. A evaluation is planned for early 2016 which will inform future enforcement plans.

Officers have made 5,736 interventions during the 31 days that the operation has been running. These include:

- 2,677 PHV drivers advised and moved on to keep roads clear for taxis and booked PHVs
- 198 PHV drivers were reported for not having a badge and were stopped from working for the remainder of the evening
- 1,520 PHV drivers were reported for not wearing their badge
- 39 PHV drivers reported for plying for hire offences

- 189 PHV drivers reported for parking on Taxi ranks
- 604 parking tickets issued

Operation Neon is just one element of TfL's robust enforcement action with police partners, which continues to tackle illegal and non-compliance activity in Central London and other priority areas.

Recommendation 13

The Mayor and TfL should immediately clarify the policy on destination bookings and reinstate the requirement for private hire drivers and operators to record a destination at time of booking.

The bookings policy with regards to destination requirements was reconfirmed in TfL's submission to the Committee in February.

However, TfL is considering what improvements to the policy can be made as part of the Private Hire Regulations Review and will consult on any changes to the policy in a second consultation to be launched in September 2015.

Recommendation 14

By March 2015, The Mayor and TfL should conduct a full review of the policy on 'satellite offices', identifying and securing the enforcement resources required to regulate these effectively, including plans to clamp down on unlicensed 'marshals'. Any further satellite office applications should be suspended until this has been achieved.

As per TfL's submission to the Committee in February, TfL are enacting its commitment to reviewing the policy on 'satellite offices' as part of the Private Hire Regulations Review. Since 25 February no satellite office applications have been issued.

Recommendation 15

By May 2015, the Mayor and TfL should enable greater joined-up working on enforcement, including working with the private hire trade and boroughs to develop a cohesive, pan-London policy on picking up/setting down arrangements.

TfL continues to welcome evidence from the private hire trade, via the quarterly operational meetings it has with TfL, of locations where boroughs parking enforcement is causing problems so it can then work with the borough and trade representative to address the issue.

Through Operation Neon strong links have been developed with the boroughs of Westminster and Camden and civil enforcement officers now form part of the Neon teams. This is being further developed through shared intelligence and tasking activities. This approach is also being rolled out to other boroughs.

Recommendation 16

The Government should act upon the findings of the Law Commission Review and propose legislation that introduces stiffer penalties for touting, and greater enforcement powers for borough and police officers, including higher fines and vehicle seizure powers.

TfL continues to lobby national Government through discussions with the Department for Transport (DfT) to make sure we get the right outcome for London from the Law Commission review which was

undertaken in 2012. TfL has proposed legislation that introduces stiffer penalties for touting and greater enforcement powers including higher fines and vehicle seizure powers. Concerns have also been raised with the DfT on a number of Law Commission proposals, including the proposal to implement national mandatory standards for PHVs.

TfL continue to work with the taxi and private hire trades to brief GLA Members and London MPs to gain support for proposals that will benefit public safety in London and reject those proposals that are not appropriate for London. For example, the Law Commission proposes national standards for private hire vehicles, set by the Secretary of State, which TfL could not depart from. Our Regulations Review is already seeking to raise the standards of private hire vehicles, drivers and operators and we want to ensure these standards are retained and amended as appropriate. Furthermore, TfL's former Commissioner, Sir Peter Hendy, wrote to all London MPs with some proposed draft clauses to address the growing issue of Pedicabs and the significant increase in minicab drivers in London.

In addition to actively encouraging the taxi and private hire trades to engage with their MPs to lobby for changes they wish to see in the industry, TfL has also had preliminary discussions with them to identify joint lobbying opportunities. TfL is currently developing proposals for a lobbying campaign to share with the trades in September, and lobbying opportunities include:

- **Pedicabs** - Primary legislative changes are required to address the issue of Pedicabs in the Capital. This is supported by both the taxi and private hire trades.
- **Enforcement** - Primary legislative changes are required to provide TfL with greater enforcement powers to address common enforcement issues in London, for example, the powers to stop vehicles on street without the presence of a police officer. This is supported by both the taxi and private hire trades.
- **Quantitative restrictions** - Powers to introduce quantitative restrictions on the number of private hire drivers in London. TfL requires primary legislative change to introduce this power in London to tackle issues of congestion, emissions and parking issues, particularly given the unprecedented rise in PHV driver and vehicles numbers over the last twelve months. This is supported by the taxi trade.
- **Out of town vehicles** - Powers to address cross border hiring issues. There is nothing in legislation to prevent a journey starting or ending anywhere in England and Wales providing the triple licensing requirement has been met. The triple licensing requirement provides that the booking has to be discharged by a driver and vehicle licensed by the same authority as the operator where the booking record is taken. This is supported by the taxi trade.
- **Plying for hire** - A clear statutory definition of plying for hire and 'pre-booked'. At present a statutory definition doesn't exist in law. EDM 142 has been created by the RMT taxi branch and is supported by all taxi trade associations and the GMB. This EDM *"calls on the Government to bring forward urgent legislation which provides a clear statutory definition to protect the distinction between taxis and PHVs"*. TfL supports the concept of statutory definitions for plying for hire and pre-booked to enhance public safety and ensure the longevity of the two-tier system in London.

Recommendation 17

By May 2015, The Mayor's office, TfL and the trades should develop and publish a Memorandum of Understanding which clearly sets out terms of reference and defines the respective roles, responsibilities and expectations of each party. This should include specific service level agreements.

A Terms of Reference group with senior representatives from both taxi and private hire trades was created on 5 March, which meets monthly and is chaired by the Deputy Mayor for Transport.

The group considers matters of pressing importance affecting both trades, including recently ULEZ requirements, the role of the regulator in enforcement and greater communication between TfL and the trades.

The views expressed in the group will help inform the strategy being drafted by TfL.

Recommendation 18

By March 2015, TfL should revise its driver engagement activity to ensure that it is as widely representative as possible, and improve the transparency of taxi and private hire policy and decision making processes by routinely publishing the minutes of meetings with the trades. TfL should also provide and publish a detailed breakdown of annual licence fee spending.

TfL continues to believe its current engagement activity matches the requirements of passengers and the trade.

That said, TfL has worked with both trades via the Terms of Reference group on ways to improve communications with both trade representatives and directly with licensees. Recent changes made following feedback from the group and following the introduction of the new Taxi and Private hire Senior Relationship Manager include:

- A new dedicated weekly email to licensees was launched in June, with advice on planned roadworks, events and essential licensing information drivers and operators need to be aware of, including consultations likely to be of interest
- The re-launch of the @TfLTPH twitter feed for taxi and private hire licensees in July. The Twitter feed is now responding to questions from 09.00 to 17.00, Monday to Friday, with hours of operation to be extended in the autumn.
- A new dedicated taxi and private hire bi-monthly e-magazine for licensees, which will be launched in September 2015, and which will include a 'readers panel' and contributions from the trades.
- Improvements to the taxi and private hire notices and an increase in distribution, via links within the weekly email
- The development of a proactive taxi and private hire media campaign, including active engagement with trade publications, led by the TfL press office.
- Work is ongoing to improve the information available to licensees on the TfL website, including the development of a new 'frequently asked questions' section for licensees.

To improve transparency, the meeting trackers from the operational Licensing, Compliance and Enforcement meetings TfL has with the Trade reps are available on the TfL website <https://tfl.gov.uk/info-for/taxis-and-private-hire/compliance-and-enforcement-meetings>.

Further to the fee-spending breakdown already available on the TfL website at <http://tfl.gov.uk/info-for/taxis-and-private-hire/notices-and-consultations#on-this-page-4>, the details for financial year 2014/15 will be published on the TfL website shortly.

Recommendation 19

By March 2015, the Mayor and TfL should set out how it will increase the visibility and accessibility of its complaints process, and improve systems for passengers to give feedback and make complaints about both taxi and private hire services. Complaints data should be reported to the TfL Board on a quarterly basis.

TfL agree it is important to have a clear and fair complaints process which can then be measured and reported publicly.

As part of the Private Hire Regulations Review TfL are considering changes such as that from September 2015:

- Private hire operators being required to provide TfL with general information regarding driver related complaints;
- Private hire vehicle owners being required to display the TfL contact details for complaints on public facing material, such as websites and to encourage reporting direct to TfL;
- How TfL could receive complaints directly; and
- TfL Taxi and Private Hire public facing literature being reviewed to make clear customers can contact TfL directly to complain about a private hire journey.

The changes are being discussed with both trades in August and TfL will confirm plans in September 2015.

[Ends]

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Notes from Transport Committee meeting with Uber 28 July 2015

Present: Valerie Shawcross CBE AM (Chair); Caroline Pidgeon MBE AM; Richard Tracey AM

Guests: Jo Bertram, General Manager, Uber London; Andrew Byrne, Uber London

The meeting began with an introductory presentation from Uber explaining the functionality of the app, including booking processes and safety features.

The attendees discussed the process for verifying that partners carry full commercial insurance, including automatic log-off from the Uber platform when insurance documents expire.

The attendees discussed the safety features of the app including the use of the rating system to ensure that partner-drivers meet quality standards set by Uber. Uber explained that they also ran classes for partners on how to improve their ratings.

Uber explained the process for using anonymised phone number data so that partner-drivers did not have personal contact details of passengers unless these were given to them by the rider. The anonymised number expires after thirty minutes.

Uber told the meeting that driver flexibility was a key part of Uber's appeal to and that partner-drivers were also reassured by being paid weekly and not having to worry about people not paying their fares. They said that this was why the company had experienced unprecedented growth in partner-driver numbers. (Uber told the Committee that they had seen an unprecedented growth with 18,000 partner-drivers, of whom around 4000 were on the road at any time)

Market conditions

Uber indicated that they were experiencing huge demand, especially in areas not traditionally served by the established licensed taxi and private hire market, such as outer London. The potential impact of the night tube on demand for services was also discussed.

Uber also discussed the potential for developing services which would allow for further economies for passengers and reduce the number of vehicles on the road.

Views on the proposed private hire cap

Uber indicated that it did not agree with this proposal. They suggested that congestion should be tackled by reducing reliance on private cars. They suggested that a cap would have a negative impact on service levels for passengers in zone 3-6, while having only a limited effect on congestion in central London.

Heathrow airport

Uber explained the functionality of the app which prevented partner-drivers from accepting jobs except in the designated areas they are allowed to wait. They indicated that the cars may be visible in the app but cannot be booked by passengers. Uber indicated they are working closely with Heathrow to reduce the amount of Uber partners spend waiting in the vicinity and that they encouraged partners not to congregate there.

Out of licensing area

The Committee asked for an explanation of how Uber prevents partner-drivers licensed in other cities operating in London. Uber explained that partners were assigned to specific licensing areas within the app that accorded with the location of their licence and could not receive jobs outside area and never in London. Every report Uber have ever received of partners working outside area were investigated and disciplinary action could be taken if needed, but drivers could also simply be using their car for private purposes inside London (or dropping off a booking accepted in their licensed area)

Pre-booking

Uber said that all its cars are pre-booked; the average waiting time is around 3 minutes in central London.

Jo Bertram explained that an extended reservation service was not offered as Uber had the reliability to offer a car within 10-15 minutes anyway. This also reduces 'dead' time for partners between bookings.

Surge pricing

The attendees discussed the rationale for surge pricing (to keep more partner-driver on the road at busy periods) and the need to be more proactive about communicating surge prices clearly during major events like tube strikes.

Payment to partners

Action: Uber undertook to provide more details to the Committee about the requirements for driver payments to be made into UK bank account and indicated that full records of all journeys and payments are kept and can be made available.

Uber explained the model of charging for Uber black taxi services through the app, calculated by entering the fare from the licensed taxi meter.

Complaints procedure

Uber explained its complaints handling procedure, saying that passengers can complain by leaving feedback in the app, by reply to their receipt, can email or contact on Facebook and Twitter. Uber direct all complaints to email so that they can look up the details of the trip more easily. They cover emails 24/7 and if there is a serious incident, Uber will call the customer.

All complaints are logged on the driver record and the driver will be immediately suspended if there is a serious incident. Uber indicates they work closely with the cab enforcement unit and the Metropolitan police as needed. A review committee looks into serious incidents to determine if a driver can be reactivated. Any partner-drivers permanently removed from the platform are notified to TfL.

Action: Uber will provide the Committee with the number of complaints that they have received.

Uber do maintain a landline but they divert this and was mainly used for TfL and police enquiries, prior to being publicly disclosed by TfL before the Transport Committee. Uber is a business that operates online and customers choose to book online and use online methods for

contact. When Uber provide in app methods of communication it also provides a clear audit trail. However, they would consider looking at phone-based options if there was clear customer demand for it.

Uber indicated that the landline is currently diverted to voicemail as they were receiving high levels of abusive calls. Uber also indicated that they were not aware of any requirement to have a landline for bookings in the 1998 (Private Hire) Act. The company has been very clear about the fact that it is an app-based booking service.

The Committee requested the following information in writing:

Average length of time to respond to complaints

Number of drivers suspended from the app and for what period

Number of drivers referred to TfL for licence suspension.

Action: Uber agreed to provide this information

Relationship with TfL

The attendees discussed the nature of Uber's relationship with TfL. Uber said that due to the scrutiny the company is under, they undergo more frequent checks than other operators. Uber also indicated that, as they had been unsuccessful in their repeated attempts to join established trade representative bodies, they had little alternative other than to engage in direct dialogue with TfL.

Update on reports of hacked Uber accounts

Uber has set up a dedicated team to investigate these claims. Reports of account takeovers are a result of data breaches from other major e-commerce and internet services , and people using the same passwords for multiple online accounts. Uber have set up a two-step verification process so that hackers are less able to conceal changes to customer's accounts. Every trip that was taken with a hacked account has been refunded.

Driver working hours

The attendees discussed the issue of long working hours potentially leading to dangerous driving.

Uber explained that once a driver has been working for a certain amount of time, they will be logged out of the system, though they cannot tell whether a driver has done a previous shift with another operator prior to logging onto the Uber platform.

Some councils are able to tell you whether a driver can only work with one operator and they keep record of who that operator is. From a driver's perspective the ability to work for multiple operators leads to greater choice.

Private hire regulations review

Action: Uber to share a copy of their submission.

Uber has recently become a topographical testing centre and have been described as the most professional testing centre by TfL. Uber is interested in making sure partner-drivers are as high quality as possible. They support English language training and called for a higher standard of topographical knowledge. They are also interested in looking at the introduction of training around safeguarding children and vulnerable adults.

Uber's opinion is that the process for licensing and renewing licences takes too long. There are issues around DBS checks and the time it takes for these to come back, they would like to see a digitised DBS service. They would like to see the multi-operating environment preserved.

Uber said that there should be a wider discussion around the private hire regulation review and the taxi regulation review because they do not think that either of these are particularly future proof. Any future regulatory framework should take into account GPS and mobile technology and consider a framework that ensures customers are safe, that vehicles are accessible and that there are fewer barriers of entry into the market for both private hire and licensed taxis.

Accessibility of the Uber 'fleet'.

Uber are very interested in working with GLA and TfL to make their vehicles more accessible. The supply of wheelchair accessible private hire vehicles is very low but Uber would like to work with GLA and other relevant authorities to increase this. Because there is no legal requirement and because they are more expensive, licence holders do not buy them. Uber would like to look at a way to incentivise partner-drivers to buy more accessible vehicles.

With the Uber app, as long as they have enough wheelchair accessible vehicles, it would be very easy to add a button to the app for customers to use if they require these vehicles.

Pilots are currently running in US cities and in New York where there is a wheelchair accessible button for users to select if they need. Uber is very useful for those with hearing or visual disabilities. Uber now has a deaf partner-driver on the platform.

Action: Uber to send the committee details of this New York pilot.

Forthcoming challenges

Dealing with the perception that Uber are breaking rules or are unlicensed is a main challenge. It would be helpful to be part of a private hire trade body, they would be able to be more transparent and work across organisations.

Uber believes it is important to have discussions with other trade bodies to be able to voice issues and feedback. By setting up a cross-industry task force, different groups would be able to work together to look at issues such as accessibility and how to improve this for private hire companies. This will also help to resolve ongoing disputes.

Uber says it is very popular with a huge number in the UK and this should be reflected in the regulations because it is a reflection of choice. Uber believes it provides a new and innovative option for consumers and partner-drivers. This technology has the ability to make the industry

more responsive and transparent than it has been in the past and any issues that do occur can be resolved because of the extra information recorded throughout the journey.

In terms of future market changes, Uber predicts that there would be an increase in demand for pooled services. It believes the market will remain highly competitive with increases in the number of apps and a greater number of cross-UK operators, which represents a challenge for regulators with drivers operating outside their home jurisdiction.

Uber predicts far lower usage of private cars in cities. They also indicated that congestion charging may need to be reviewed again as part of a wider effort to disincentivise low occupancy, private car use in cities.

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Minutes of taxi and private hire stakeholder meeting 14 July 2015

Session 1

Present: Caroline Pidgeon MBE AM (Chair), Valerie Shawcross CBE AM, Darren Johnson AM, Richard Tracey AM

Guests: Dominick Moxon-Tritsch (Head of Public Affairs & Communications (Interim), Addison Lee Limited), Michael Galvin (Managing Director, Addison Lee) and John Young (Burson Marsteller).

Caroline Pidgeon MBE AM introduced the Transport Committee panellists and asked the guests to identify their key concerns.

Addison Lee set out their key concerns, namely:

- Public safety and the need to ensure adequate hire and reward insurance is in place across private hire fleets
- The conduct of licensed operators disregarding current legislation and of TfL in allowing this
- That Addison Lee had raised issues regarding uninsured drivers with TfL and these concerns had been ignored
- The apparent weakness of online documentation checking processes for Uber
- The need to support the current regulatory system
- The potential for tax avoidance by companies incorporated abroad and whether this complies with the 'fit and proper person' requirements for operators.

Current market conditions for private hire.

Addison Lee indicated they are busier with business journeys, but that the consumer growth has flat lined or declined. In the industry more broadly, particularly among companies that rely upon owner-drivers, they believe that some companies have lost 40 to 60 per cent of their drivers. They suggested that reasons for this included:

- Drivers electing to work for Uber at peak times and other operators at off peak times
- Alleged ability to have payments from Uber paid into non-UK bank accounts (being investigated by HMRC)

They noted that business requirements for service-level agreements and the facility to pre-book journeys meant that this market had stayed with more traditional operators.

They suggested that operators who don't pay for overheads such as tax or fleet insurance can pass on savings to the consumer. This is driving down costs in the rest of the industry, which is impacting on driver earnings, meaning that across the industry more drivers are doing more journeys for less money. This creates problems for Addison Lee in terms of driver retention. This creates 'perverse' incentives for owner-operators to cut corners on vehicle maintenance and creates a race to the bottom. They suggested this was anti-competitive. This is in contrast to other new entrants who had abided by the existing regulations.

The panel discussed the ‘illusion’ of flexibility for drivers and the need for drivers to work longer hours to make money, particularly if the operator took an increasing cut of earnings. They noted that Uber’s model was attracting drivers on a part-time and full-time basis, with lower barriers for entry, leading to additional pressure as the number of drivers was growing rapidly.

Private hire regulations review.

Addison Lee is supportive of this process, and the proposals, particularly:

- English language requirements
- Disability awareness training
- Tightening up the topographical testing centres where there is allegedly widespread abuse
- Potentially increasing the minimum standard for PH topographical tests (but at a much lower level than required for the Knowledge). The panel briefly discussed satnav and its potential usage, noting that drivers still needed to have some local knowledge.

Addison Lee noted that they were pleased with the level of engagement and communication from TfL on this issue (particularly Peter Blake)

The panel discussed the proposals for a private hire cap and the efficacy of the current licensing regime

Addison Lee noted that TfL’s regulation was ‘gold standard’ when compared with other regulatory frameworks, notably Brussels, but that it needed to update regulations for the internet age. They believe that a private hire cap would be a crude measure as companies would use it to extract extra profit from holding a PHV licence.

The panel discussed other licensing issues, including:

- Consideration of points on licences when recruiting drivers. Addison Lee confirmed that drivers with more than 6 points on their licence are not allowed to join and that they also do not accept anyone with convictions for drunk or dangerous driving.
- Country of issue: TfL has to accept European licences. Addison Lee is obliged to accept licences issued in the EU but conducts additional checks via a third party company which identifies anomalies but would not call for this to be an industry standard. They accept that the PHV workforce in London is diverse and this should be respected.

Insurance

Addison Lee is concerned about the absence of the question of fleet insurance. There should be no switch-on switch-off insurance as it allows more exceptions and would be harder to enforce. They believe all operators should have hire and reward insurance rather than this public safety issue being pushed down to drivers given the commercial pressures which they face from rocketing numbers of PHV driver licence numbers and a concomitant decline in earnings.

The Transport Committee noted that they had raised this issue with TfL senior management directly and had received a response from Leon Daniels indicating there were three companies who operated a switch on/off type policy.

Potential improvements from the insurance industry were discussed, including:

- Linking up the congestion charging system with Motor Insurance Bureau(MIB) records in real-time although there a practicability issues here – knowing that a minicab has insurance isn't enough. MIB would need to be able to provide live data about whether a valid hire and reward was in place
- Insurance companies disclosing *type* of insurance purchased not just insurance status
- The concerns of the MIB and insurance companies on people stopping payments on receipt of the documentation

Both Addison Lee and the Licensed Private Hire Car Association (LPHCA) have made representations to the Department for Transport (DfT) on the Taxi Bill to require that all licensed operators have fleet insurance, as the problems were essentially due to a lack of this requirement

Punitive action for uninsured drivers

They indicated that as recently as two or three years ago, TfL were 'draconian' in regulation. They had a totting up process with 12 points to lose a PHV licence. A single uninsured driver would be twelve points on the record. This system genuinely guaranteed public safety. They suggested that replacement with a proportionality-based approach to regulation shows that there is now differential treatment between operators.

Addison Lee would like to see an onus on the operator to proactively provide insurance details rather than waiting for piecemeal and backward looking TfL compliance checks. Random sample testing of a large driver base doesn't provide across the board reassurance that all of an operator's vehicles are insured.

Contact between Addison Lee and TfL

The panel discussed regulatory conduct. Addison Lee confirmed that they only attend formal meetings and do not have bilateral relationships with individual senior TfL managers. They expressed hope that one of the outcomes of the Committee's Future Proof report would be an improved relationship between TfL and the private hire industry. They suggested that the relationship and direct contact between TfL and Uber is not appropriate.

Complaints.

TfL have a good and improving complaints procedure in every other area except for PHVs, and they rely on the customer to contact the company directly; the problem is not that this is TfL policy, but that Uber have no contact number to complain to.

Addison Lee monitors complaints carefully, introducing a rate my journey and rate my driver function. Other companies may not have same attitude, but there should always be someone they can go to complain. They are happy to provide their statistics on complaints to TfL.

Any licensed operator should own their problems and provide appropriate liaison. They are required to retain records for twelve months.

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Subject: London TravelWatch Business Plan and Budget Bid 2016/17

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 15 October 2015

This report will be considered in public

1. Summary

- 1.1 This report presents the London TravelWatch¹ draft budget and business plan for 2016/17.

2. Recommendations

- 2.1 **That the Committee considers London TravelWatch's proposed budget and business plan for the next financial year and recommends a budget for London TravelWatch for 2016/17.**

3. Background

- 3.1 London TravelWatch's budget forms part of the London Assembly's budget, and as such it will be included in the Assembly's budget submission to the Mayor. The Transport Committee is asked to consider and approve the proposed budget for London TravelWatch for 2016/17 which will form part of the Assembly's overall budget submission for consideration by the Assembly's GLA Oversight Committee in November 2015. Any comments from the Committee will be taken into account during the preparation of the budget submission to the Mayor.

4. Issues for Consideration

- 4.1 The London TravelWatch draft Business Plan and Budget Bid 2015/16 is attached at **Annex A**. In 2015/16 London TravelWatch received £1,056,400 from the GLA. London TravelWatch is proposing a budget for 2016/17 that represents a cash reduction on the current year of £21,100 (2%) with most of the reduction being achieved on Chair, Members' and staff costs (pay). No contributions are proposed from London TravelWatch's reserves in 2016/17.

¹ London TravelWatch is the operating name of the London Transport Users Committee.

5. Legal Implications

- 5.1 Under paragraph 6(1) of Schedule 18 to the GLA Act 1999 (as amended), the Assembly must provide London TravelWatch with funds to pay officers' and members' remuneration and other allowances as the Committee, with the approval of the Assembly, so determine. The Assembly must also provide such funding as it determines appropriate to London TravelWatch to defray expenses in connection with its functions (para 6(2), Sch 18, GLA Act). All the Assembly's functions regarding London TravelWatch are delegated to the Transport Committee.
- 5.2 By 1 February each year (or such other date as the Transport Committee determines) London TravelWatch must provide a formal "statement of expected expenses" relating to the expenses they expect to incur in connection with carrying out of their functions in the following financial year (para 6(3), Sch 18). The Transport Committee must consider that formal statement, and approve it with or without modifications (para 6(4), Sch 18). Once approved (with or without modifications) it then becomes London TravelWatch's budget for the following year.

6. Financial Implications

- 6.1 London TravelWatch is a separate legal entity which is funded by the London Assembly in accordance with Schedule 19 of the GLA Act 1999 (as amended). London TravelWatch funding, therefore, forms part of the London Assembly and Secretariat budget and London TravelWatch's 2016/17 proposed budget will need to be contained within the Assembly and Secretariat's 2016/17 cash limited budget.

List of appendices to this report:

Annex A – London TravelWatch Draft Budget and Business Plan 2016/17

Local Government (Access to Information) Act 1985
List of Background Papers: none
Contact Officer: Mark Roberts, Executive Director of Secretariat
Telephone: 020 7983 4428
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LONDON TRAVELWATCH

Business Plan and Budget Bid 2016-17

London TravelWatch is the independent consumer body responsible under a series of statutes for representing the interests of all who use public transport in London. It is accountable to, and funded by, the London Assembly. It covers all modes of transport, and its work is underpinned by a series of statutory powers and duties. In particular, it must:

- consider and make recommendations relating to matters brought to its notice by users and transport providers or which it considers merit investigation
- respond to essential consultations on behalf of transport users
- undertake research and investigation into issues of concern, and
- act as an appeals body for consumers who have been unable to resolve their complaints with service providers.

It delivers these statutory responsibilities through its casework and policy teams and the close synergy between these teams is an important feature of its work. It is, for example, crucially important for caseworkers to have easy access to expert knowledge to help resolve complex appeals. On the policy and investigation side, a wide range of evidence, including primary and secondary research, is used to inform the organisation's work, but important policy-related issues emerging from casework also provide a key input to London TravelWatch's work.

We have been particularly successful in recent years, continuing to make a real difference for people travelling in and around London. We stood up for rail passengers affected by persistent delays and disruption, challenging the industry to improve and making the case for better compensation arrangements for commuters. We consulted Underground passengers to ensure their needs were properly taken into account when ticket offices were closed. We developed an online community to help give bus passengers a voice and continued to monitor the reliability of bus services, highlighting the worst performing routes and lobbying Transport for London (TfL) to address the underlying causes. Our report on how to improve public transport access to London's five major airports was well-received by both politicians and the industry and several of our recommendations are already being addressed.

The context for our future work

The major challenge for London in the next 20 to 30 years continues to be meeting the needs of a rapidly expanding and changing city. The 2011 Census showed that there had been a much larger growth in population than forecast in the London Plan. This led to a review of population projections by the GLA that are much higher than previously assumed, up from 8.2 million in 2011 to 10 million by 2030. The growth in population and employment will result in a projected increase in overall travel to 30 million trips a day by 2031, up from 27 million. This predicted growth in population and demand for travel will need to be matched by increases in transport capacity.

Enabling employment growth in central London remains very important as central London will remain the driver of London's economy. Currently 30% of London's jobs are in 2% of London's area and, though there are agglomeration benefits in having high numbers of workers in one central employment area, this requires a dense network of rail, tube and bus routes into the centre. Rising housing costs combined with changes to housing benefit entitlement mean that many people on low incomes who work in central London are having to move to areas of outer London and beyond for cheaper housing. High rail and tube fares can mean that many people have to rely on cheaper modes of travel such as buses despite the far longer journey times. Any reduction in bus service levels in outer London or in bus journey time reliability will impact disproportionately on low income groups.

Works will continue to upgrade London's ageing infrastructure and new schemes such as Crossrail are being developed to expand capacity to try and keep up with growth in the number of passengers, and to improve connectivity further afield. We welcome the infrastructure improvements but they will be accompanied by years of major disruption for transport users, including for those who may not directly benefit from them. Increasing congestion on London's roads affects pedestrians, bus passengers, cyclists and motorists, and their respective needs must be carefully balanced.

London TravelWatch will have a critical role to play in ensuring that consumer interests remain at the forefront of government thinking at both project planning and implementation stages, and then working to ensure they remain so. Policy makers, providers and operators need to remain flexible as, inevitably, changing circumstances can mean all concerned need to adapt and refocus. As a watchdog, it is essential that London TravelWatch is able to monitor progress and challenge operators to work together as effectively as possible, both on planned and unplanned disruption, to ensure that passenger interests are not compromised as complex projects are delivered across London. The industry showed what it could do during the 2012 Olympic and Paralympic Games, working together to deal with emerging problems as well as forward planning, and we expect even more from them now when dealing with the huge strategic challenges ahead.

General approach to this business plan

2016-17 will be another important year on many counts. There will be network changes arising from the letting of new rail franchises and other changes from the comprehensive spending review. There will also be changes following the 2016

Mayoral and London Assembly elections. We need to remain flexible in our plans in order to respond to these changes and this will limit our ability to take on new work.

We will further develop the themes from the current year as we follow up on work already underway or arising from our recent research, particularly *'Improving public transport access to London's airports'* and *'Interchange matters'*.

London TravelWatch is strongly committed to working collaboratively with the Transport Committee. We will continue to align work plans where practicable and to prioritise requests to provide evidence to the Committee's scrutinies and investigations. Where resources permit, we will play our part in following up on some of the key recommendations arising from its work by monitoring the progress made by operators, particularly TfL, in implementing them.

We will work within the framework of our strategic priorities which were updated last year to reflect the new transport challenges facing London, especially the major issue of capacity constraints at a time of tight public spending control. Our prioritisation criteria will help focus our resources on areas where we can have the most impact.

London TravelWatch will work in accordance with its mission and values - putting the consumer view, challenging the industry where appropriate and championing the interests of the travelling public – but always ensuring that our work remains evidence-based and our decision making is independent.

This business plan sets out the key areas of work the organisation will be undertaking in 2016-17 within the context of our strategic priorities. Our mission and values are set out in appendix 1. Our strategic priorities and corporate strategy are set out in appendix 2 and our budget bid for 2016-17 is attached as appendix 3.

Strategic priorities

Our work in 2016-17 will continue to be driven by the need to improve outcomes for transport users. On behalf of transport users we will work to ensure that:

- We support and advocate initiatives which make best use of scarce capacity on all London's transport networks, promoting infrastructure changes that will help do this.
- London has a transport system that is well-integrated and accessible to all, with convenient interchanges, easy-to-use ticketing and good customer service.
- All decisions about transport in London take account of transport users' needs and priorities.
- The travelling public are well-informed by service providers, they get high quality and timely information about services available, fares and ticketing and any disruption to their journeys.
- Our work is delivered by an efficient and responsive organisation.

Underpinning our work will be our belief that passengers should get the best value for money possible for the price they pay for their ticket; that services should keep pace with demand, running frequently and reliably at all reasonable times of the day and week; and that journeys should not just be safe but also feel safe. All transport users should have easy access to an effective complaints service from transport operators and providers, backed up by a robust appeals system when they are not satisfied with the response they receive.

Objectives for 2016-17

How the organisation will address these issues, as well as other key work areas, is set out below within the context of our five strategic objectives.

1. Support and advocate initiatives which make best use of scarce capacity on all London's transport networks and promote infrastructure changes that will help to do this

- Promote suggestions we have made previously about how to increase overall capacity on the existing bus network by relatively small improvements which make best use of current assets.
- Assess the impact of TfL's bus priority measures.
- Assess the effectiveness of changes to the cycling infrastructure in improving safety for cyclists as well as the impact these have on other road users.
- Evaluate the impact on passengers of timetable changes from December 2016 onwards.
- Provide a passenger input to plans to improve Bank station in 2020 and to other upgrades and extensions to the Underground network.
- Promote the development of new rail, Underground and bus interchange stations where these would make better use of existing capacity.
- Promote the removal of gyratory road systems to improve the capacity and safety of the road network, and conduct a series of case studies to consider particular locations from the different modal perspectives.

2. London has a transport system that is well-integrated and accessible to all, with convenient interchanges, easy-to-use ticketing and good customer service

- Promote good practice at transport interchanges as set out in our *Interchange Matters* report – using the results of mystery shopping carried out by both us and the public to identify best practice and highlight those that fall short of the standards transport users expect.
- Work to improve accessibility by encouraging transport decision makers, providers and operators to take further action - on the railway by doing more to

mitigate the impact of excessive gaps between trains and platforms; on buses by pushing local authorities to adopt the more challenging target of making 95% of all bus stops accessible; and on pavements by highlighting the problems posed to blind and partially-sighted pedestrians by pavement obstructions.

- Assess the impact of changes to the way that London Underground, London Overground and National Rail stations are staffed and intervene where there is evidence that passengers' needs are not being adequately met, particularly those of disabled or vulnerable travellers.
- Evaluate the impact on passengers of major station rebuilding programmes, particularly at London Bridge, Waterloo and Euston, and continue to speak up on their behalf to ensure that the changes best meet the needs of passengers and to help minimise the effect of disruption during construction.
- Encourage transport operators to continuously improve the service they give to passengers and monitor TfL's progress in addressing any issues arising from the London Assembly's Transport Committee's investigation into TfL's customer service standards.
- Follow up work done in 2015-16 regarding the needs of passengers at small stations and suggest how these could be better met.
- In partnership with Trust for London and London Councils, promote measures to mitigate the impact of the cost of travel on people in low income jobs living in outer London who have to travel long distances to work.
- Promote the improvement of surface access to London's airports, both in terms of infrastructure (rail, road, bus) and the terms and conditions that passengers are subject to (rail and bus ticketing, taxi and private hire fares and availability).

3. All decisions about transport in London take account of transport users' needs and priorities

- Give bus passengers a voice by further developing our online bus community and by supporting up to three new bus user groups.
- Monitor closely the new rail franchises on the Thameslink, Southern and Great Northern and Essex Thameside routes to ensure the services they provide meet the needs of passengers as promised in the franchise bid, and provide input from the London passenger perspective to the Greater Anglia and SouthWest Trains franchises before they are tendered.
- Provide input to and monitor progress on direct award rail franchises to ensure services meet the needs of passengers as promised in the terms of the franchise award (Southeastern and First Great Western).
- Provide input to new rail concession competitions by TfL for London Overground (and potentially the Metro part of SouthWest Trains).

- Track the legislative and decision-making process for HS2, speaking out at appropriate points to ensure that London passenger interests are properly taken into account in relation to Euston and Old Oak Common stations.
- Work to ensure that the investment in Crossrail brings maximum benefit to passengers – that stations are accessible and well-connected with local bus services, and that there is a direct link to Terminal 5 at Heathrow Airport.
- Promote better access by public transport to London's major airports and take opportunities that arise to improve access to healthcare and education services, particularly when new or reconfigured services or facilities are being planned, as well as to major new housing, enterprise or retail developments.
- Ensure that the needs of taxi and private hire passengers are considered in any future changes to taxi operation and licensing.
- Use our influence to ensure that Crossrail 2 is developed with passenger needs considered as a key element of the planning process.
- Use our *Key priorities for transport users*, developed for discussion with the candidates for the 2016-2020 mayoralty, to guide our response to the new Mayor's Transport Strategy as well as our ongoing work.

4. The travelling public are well-informed by service providers, they get high quality and timely information about services available, fares and ticketing and any disruption to their journeys

- Provide a strong consumer voice on the multi-agency London-wide Travel Demand Management Board set up to coordinate passenger communications during planned disruption, and to learn the lessons from incidents of unplanned widespread disruption.
- Use our influence to try and accelerate the extension of the Oyster pay as you go and contactless smartcards to Gatwick, Luton and Stansted Airports and other stations within the London Railway area.
- Evaluate the impact on passengers of new ways of paying for travel like contactless cards, other forms of electronic ticketing and part-time season tickets.
- Identify and work to resolve any issues arising from the extension of different National Rail ITSO or other smartcards onto the London transport network.
- Encourage transport operators to be more transparent with passengers about the circumstances in which penalty fares are levied and to raise awareness of the importance of having a valid ticket or touching in with Oyster pay as you go, contactless smartcards or other electronic payment means before travelling.

- Negotiate to ensure that new ticket machines are designed to be user-friendly and encourage operators across the industry to adopt consistent design principles so that passengers develop greater confidence in using these.
- Promote the simplification of ticketing arrangements in London to enable easy understanding of these by passengers, wherever they are travelling to or from.

5. An efficient and responsive organisation

Communications

We will focus our communications work on influencing key debates and targeting our resources on the most significant audiences. We will prioritise continuing our regular dialogue with key stakeholders and decision-makers to ensure that the transport user voice in London is heard when decisions are made. We will continue to highlight the impact that our work achieves.

We will further develop our website and social media presence to help promote our work more widely but at minimal cost. For example, we have established our interchange matters blog, an interactive forum which will not only allow us to share good practice information, but will also enable the public to help us by surveying their local interchanges and feeding the results back to us.

Board

We will maintain and underpin the strategic role of the Board through our streamlined committee structures and high quality briefing papers. The terms of appointment of our current Chair and Board all expire at the end of September and December 2016 respectively. We will plan a comprehensive induction programme for the newly-appointed Chair and Members at the beginning of their terms of appointment.

Staffing

Staff remain our key resource and we aim to be an excellent employer. The award of the Investors in People accreditation at silver status provided external confirmation that our investment in staff development is well-aligned with our business objectives and we aim to retain this in 2017.

We will continue to pay the London Living Wage, participate in the Cycle to Work Scheme and help to support people into employment by taking on at least one apprentice or trainee.

We will continue to ensure we get best value in all that we do by maintaining our shared services agreement with the London Pensions Fund Authority for our senior finance work. We will continue to be alert to any other such opportunities where we are sure that there are real cost savings to be made.

Our permanent staffing establishment is now 15.76 full time equivalent posts. The current staff structure is attached as appendix 4.

Information technology

As we have reduced the size of our staffing establishment over recent years, making best use of technology has become even more important in ensuring we are as productive as possible. In the past two years we have upgraded our website and our CRM casework management system and in the year ahead we plan to replace our desk top computers.

Partnerships and additional resources

Partnership working during 2015/16 led to match funding from Trust for London and London Councils being made towards the cost of our transport affordability work. We will continue to collaborate with Transport Focus where appropriate and in the year ahead we will seek ways of making our overall resources go further by working in partnership with other stakeholders.

Premises

Our move in late 2014 to share premises with the London Fire Brigade at their Union Street headquarters has provided us with efficient and good value offices which are closer to almost all of the stakeholders with whom we regularly meet. It is also helpful to our work that other London bodies have moved in (London Pensions Fund Authority, London Waste and Recycling Board, London Ambulance Service and the Old Oak and Park Royal Development Corporation).

Risks

London TravelWatch has a comprehensive risk policy and business continuity plan and regularly updates its procedures according to changing circumstances. Risks are reviewed regularly by the staff team and the Governance Committee. We will continue to refer to the organisation's published prioritisation criteria before committing time and resources to new projects to avoid the risk of spreading resources too thinly in response to the many and rising calls on time.

Reserves

For a small organisation entirely dependent on an annual grant, maintaining an adequate level of reserves is essential to ensure that core operating activities can continue during periods of activity involving exceptional levels of unplanned expenditure. London TravelWatch continues to review its reserves policy annually.

London TravelWatch Mission and Values

Mission

London TravelWatch is the body established by Parliament to be the official voice of transport users in greater London. It has a statutory role in the appeals and consultations process, and in putting the transport user view on transport issues, to improve the experience of travelling in and around the capital.

Values

London TravelWatch aims to be:

- Independent – we are firmly on the side of the consumer and will not bow to outside pressure.
- Authoritative – our work will be evidence-based, rigorous and respected.
- Open – we will share information, and accept new ideas.
- Collaborative – we will work with stakeholders.
- Inclusive – we will represent all transport users in our area.

Vision

That London TravelWatch is the champion of the travelling public in London, successfully influencing decision-making about travel in our area.

Appendix 2



Strategic priorities

Our work in 2016-17 will continue to be driven by the need to improve outcomes for transport users. On behalf of transport users we will work to ensure that:

- We support and advocate initiatives which make best use of scarce capacity on all London's transport networks, promoting infrastructure changes that will help do this.
- London has a transport system that is well-integrated and accessible to all, with convenient interchanges, easy-to-use ticketing and good customer service.
- All decisions about transport in London take account of transport users' needs and priorities.
- The travelling public are well-informed by service providers, they get high quality and timely information about services available, fares and ticketing and any disruption to their journeys.
- Our work is delivered by an efficient and responsive organisation.

Underpinning our work will be our belief that passengers should get the best value for money possible for the price they pay for their ticket; that services should keep pace with demand, running frequently and reliably at all reasonable times of the day and week; and that journeys should not just be safe but also feel safe. All transport users should have easy access to an effective complaints service from transport operators and providers, backed up by a robust appeals system when they are not satisfied with the response they receive.

Corporate strategy

The strategic priorities that underpin our work are:

- Maintaining an efficient system for handling appeals casework and for responding to consultations.
- Developing an independent evidence base of the views and needs of current and future transport users in London, especially those facing barriers to travel.
- Maintaining awareness of current transport service and future policy issues in our area.
- Becoming increasingly influential advocates on behalf of the travelling public to policy makers, regulators and operators.
- Building effective partnerships with stakeholders where it is in the interests of travellers to do so.
- Ensuring transport users feel their concerns are represented.
- Further developing as an efficient and responsive organisation.

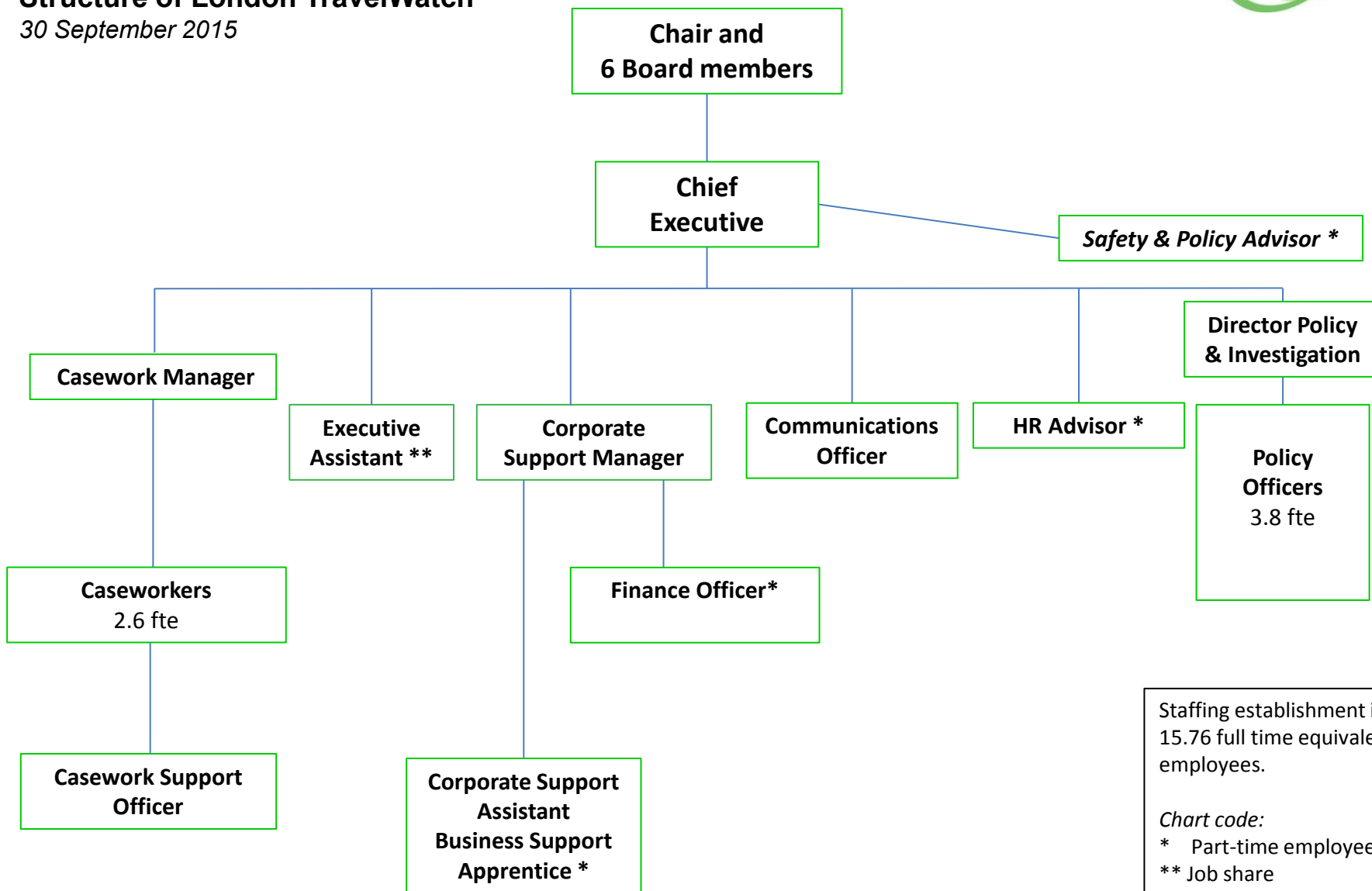
Appendix 3

London TravelWatch Budget Submission 2016/17	
£k Corporate Plan 16/17	2016/17 £000
2015/16 Budget	1,056.4
Budget requirement pre growth and savings (below)	1,035.3
Unavoidable growth:	
Accommodation costs:	1.3
Chair, Members' & Staff costs-pay:	0.0
Members' costs- non-pay	0.0
Other Staff related costs-non-pay	0.2
Supplies & Services	0.0
Depreciation & Asset Replacement	2.6
Total unavoidable growth	4.1
Projected Savings:	
Accommodation costs	0.0
Chair, Members' & Staff costs-pay	19.3
Members' costs- non-pay	0.0
Other Staff related costs-non-pay	0.0
Supplies & Services	5.9
Depreciation & Asset Replacement	0.0
Total savings	25.2
Application of reserves	0.0
Budget Requirement-after growth and savings	1,035.3
Guideline target	1,035.3
Excess over guideline	0.0
NB Growth and savings in the same headings have been offset above.	

Structure of London TravelWatch

30 September 2015

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Staffing establishment is 15.76 full time equivalent employees.

Chart code:

* Part-time employee

** Job share

Subject: Transport Committee Work Programme

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 15 October 2015

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 2015/16 Assembly year.

2. Recommendations

- 2.1 **That the Committee agrees its work programme for 2015/16, including the revised schedule of prospective topics for forthcoming meetings set out at paragraph 4.10.**
- 2.2 **That the Committee notes the note of a meeting with representatives of Centre for London as part of its investigation into National Rail services.**

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 agreed a number of priorities for the Committee's work programme in 2015/16. The following is a list of topics that the Committee will aim to explore, including new topics and follow-up to previous work:
- Rail services;
 - Commercial traffic;
 - Weekend and night-time travel;
 - Motorcycle safety;
 - Accessibility;
 - Coaches;
 - Cycling;
 - Crossrail;
 - Red routes; and

- Taxi and private hire services.

The exact scope and timings for work on any of these other possible topics will be determined in due course and more detailed work programme 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

- 4.2 The Committee is using this meeting for a discussion of motorcycle safety. Further detail is provided under Agenda Item 6.

Rail services

- 4.3 The Committee is currently investigating National Rail services, focusing on the case for devolution to London. A draft final report from the investigation is being considered under delegated authority by the Chair and party Group Lead Members, and will be considered by the full Committee at its next meeting.
- 4.4 In August, party Group Lead Members met with representatives of the Centre for London and partner organisations, to discuss the devolution of rail services in London. A note of this meeting is attached at **Appendix 1**.

Taxi and private hire services

- 4.5 The Committee's report into taxi and private hire services was published in December 2014. Follow-up work on this topic has been undertaken, including at the Committee's meeting in July 2015 with Transport for London and the Deputy Mayor for Transport. In September, Transport for London (TfL) published a consultation on its Private Hire Regulations Review, which the Committee has agreed to discuss with TfL at its meeting on 10 November. A further update on this work is considered under Agenda Item 7.

Heathrow Airport surface access

- 4.6 The Airports Commission has published its final report, recommending to the Government that the proposed third runway at Heathrow Airport be taken forward. The London Assembly used its plenary session in September to discuss the report with the Commission's Chair, Sir Howard Davies. The Transport Committee has agreed to use its meeting on 10 November to discuss the potential implications for surface transport access to Heathrow with representatives from Transport for London.

Commercial traffic

- 4.7 The Committee is currently investigating light commercial traffic in London, and discussed this topic at its meeting in September. A discussion paper based on the findings of the investigation is being prepared and will be considered at a future meeting.

Cycling programmes

- 4.8 The Committee has maintained regular monitoring of progress with the Mayor and TfL's efforts to increase cycling in London, such as the Cycle Superhighways, Quietways and Better Junctions. It is anticipated that the Committee's meeting in January 2016 will be used for an update on these and other programmes from the Mayor's Office and TfL.

Responses to recent Transport Committee work

- 4.9 The table below provides details of any responses due from the Mayor, TfL and/or others to Committee work.

Transport Committee work	Details of responses due (if appropriate)
No outstanding responses.	

2015/16 schedule of meetings

- 4.10 The schedule of all 2015/16 Transport Committee meetings is set out below with details of the main prospective topics identified to date.
- Tuesday 10 November 2015 – Heathrow Airport / Private hire services;
 - Thursday 10 December 2015 – Commissioner of Transport;
 - Wednesday 13 January 2016 – Cycling programmes;
 - Tuesday 9 February 2016 (topic to be agreed); and
 - Wednesday 9 March 2016 (topic to be agreed).

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:

Appendix 1 - Note of National Rail services meeting with Centre for London.

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer:	Richard Berry, Scrutiny Manager
Telephone:	020 7983 4199
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Meeting with Centre for London

Time: 10am, Tuesday 25th August

Attendees: Valerie Shawcross CBE AM, Chair, Transport Committee
Caroline Pidgeon MBE AM, Deputy Chair, Transport Committee
Richard Brown, Research Director at Centre for London
Jonathan Roberts, independent transport consultant
Richard Ainsley, Atkins
Brell Wilson, Centre for London (CfL)
Richard Berry, Scrutiny Manager, Transport Committee

CENTRE FOR LONDON PROJECT

Centre for London's project on rail devolution is entitled *Turning South London Orange: A plan for reforming suburban rail*. It is examining with the metro-style services available in the north and east of London could also be brought to south London. The co-chairs of the steering group are Steve Norris and Andrew Adonis. The project is sponsored by Thales, the Canary Wharf Group and several south London boroughs. The expected completion date is November 2015.

The CfL project has three objectives:

- Cost-benefit analysis of previous investment in the London Overground network.
- Developing costed proposals for bringing up existing south London services to Overground standards.
- Developing a ten-year roadmap for reforming the rail network in south London.

OVERGROUND PERFORMANCE

TfL has improved performance of the Silverlink franchise, since it was devolved and transformed into the London Overground. Customer satisfaction and usage have increased significantly since 2007. The improvement has been greater than that seen across the network generally.

Usage of the London Overground has mainly increased on the orbital routes, where passengers stay within the same fare zone. On the radial route between Watford and Euston, usage has been stable.

MODELLING

The project is focusing on the suburban routes operated currently by Southern (on the Thameslink, Southern and Great Northern franchise). These routes were chosen above other south London franchises because a) TfL already has live proposals for the South Eastern franchise, and b) issues on the South Western franchise will be partially addressed by Crossrail 2.

The modelling work for the project is considering:

- How close these routes can get to 'metro' standards seen on the Overground – frequency, capacity.
- What the transport benefits of this would be – accessibility, travel times.
- What the development benefits of this would be – residential and commercial development.

ENGAGEMENT WITH LOCAL AUTHORITIES

CfL has engaged with south London boroughs and out-of-London county councils during the project. Kent and Surrey are happy to rail services to be devolved, provided this has a purpose of improving services. They stress the importance of being equal partners with TfL.

South London boroughs such as Lambeth, Lewisham and Southwark are positive about devolution. They would like to see train stations and surrounding areas better utilised. London Councils has concerns about Freedom Pass finances after devolution.

Local authorities argue that their areas should not to be treated just as corridors into central London – orbital transport should be prioritised. For instance, improving connectivity in Lewisham is important to deliver objectives of the New Cross Opportunity Area.

STRATEGIC TRANSPORT ISSUES

There is high population growth in London, in different locations, requiring improved connectivity. Mapping of public transport accessibility shows that south London has poor connectivity compared to other parts of the city.

The rail network is under-utilised in south London, and there is suppressed demand. For instance, stations such as Streatham have large catchment areas and relatively few passengers. A huge number of people are getting the bus to Brixton for the tube and bypassing National Rail services. South Wimbledon tube station has more passengers than the nine Thameslink stations on the Wimbledon loop combined.

Major risk areas for the network include shortcomings in interchanges, train loading and unloading times constraining increases in frequency, and the need for bigger depots.

Making improvements to the network relies on completing several upgrades at once: trains, signalling, etc. No intervention on its own will deliver. Routes on the Southern network are currently constrained to 24 trains per hour, regardless of who manages them.

DEVELOPMENT POTENTIAL

CfL are considering the development potential around 52 south London stations post-devolution. Across the catchment areas for these stations, around 33,000 dwellings are already planned (two-thirds of these have planning permission). CfL will therefore be investigating how devolution could deliver development in addition to this baseline.

There are risks of linking devolution to residential development – this implies that there will be high numbers of additional transport users in the area, with existing users not seeing the benefits of capacity increases.

Development creates value that could be used to pay for rail upgrades. London may need to fund its own infrastructure improvements.

Devolution is an opportunity for train operating companies, because it could help to increase their revenue by increasing the total size of the passenger market.

CfL will explore the changing role of outer London town centres in relation to changes in the rail network.

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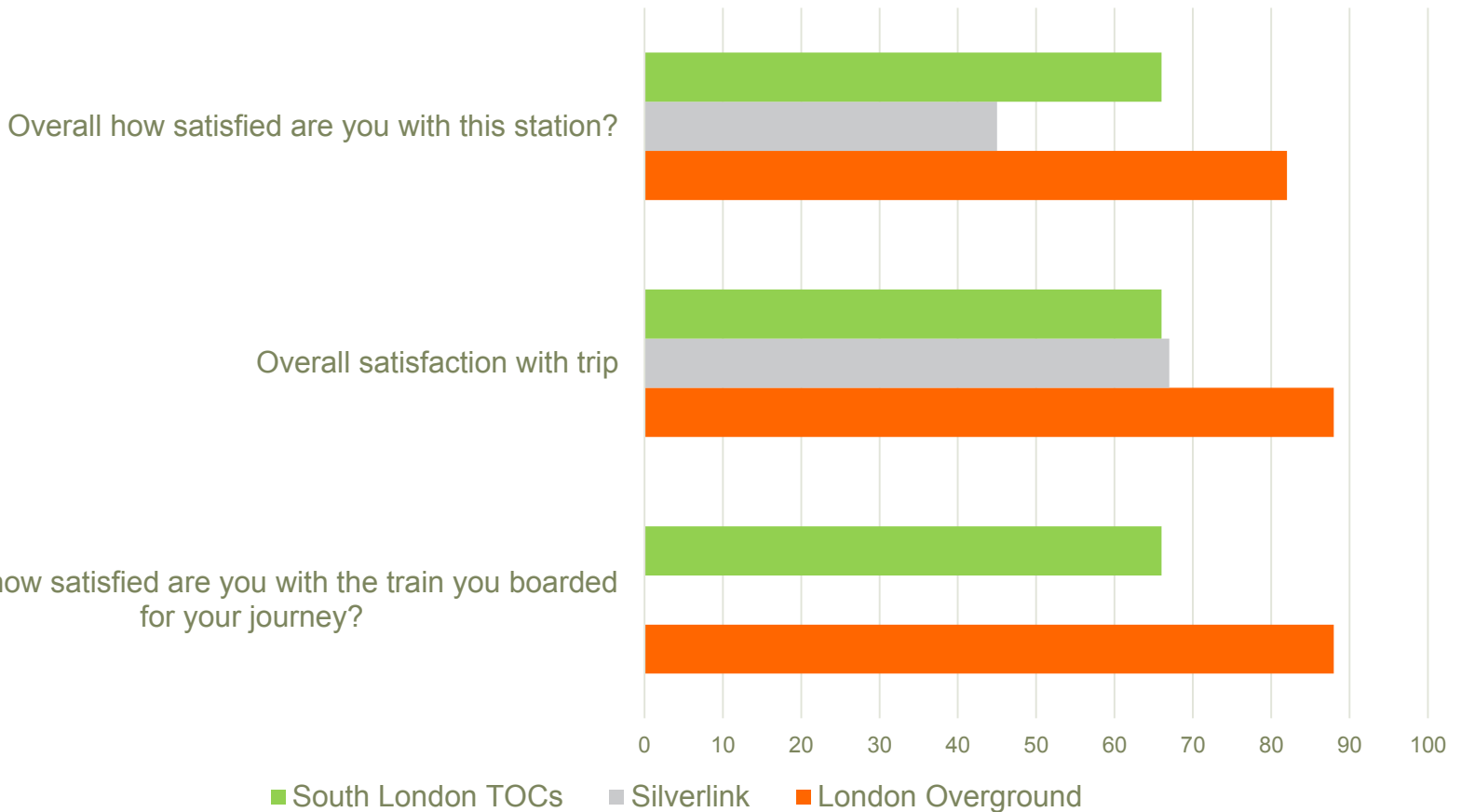
TURNING SOUTH LONDON ORANGE

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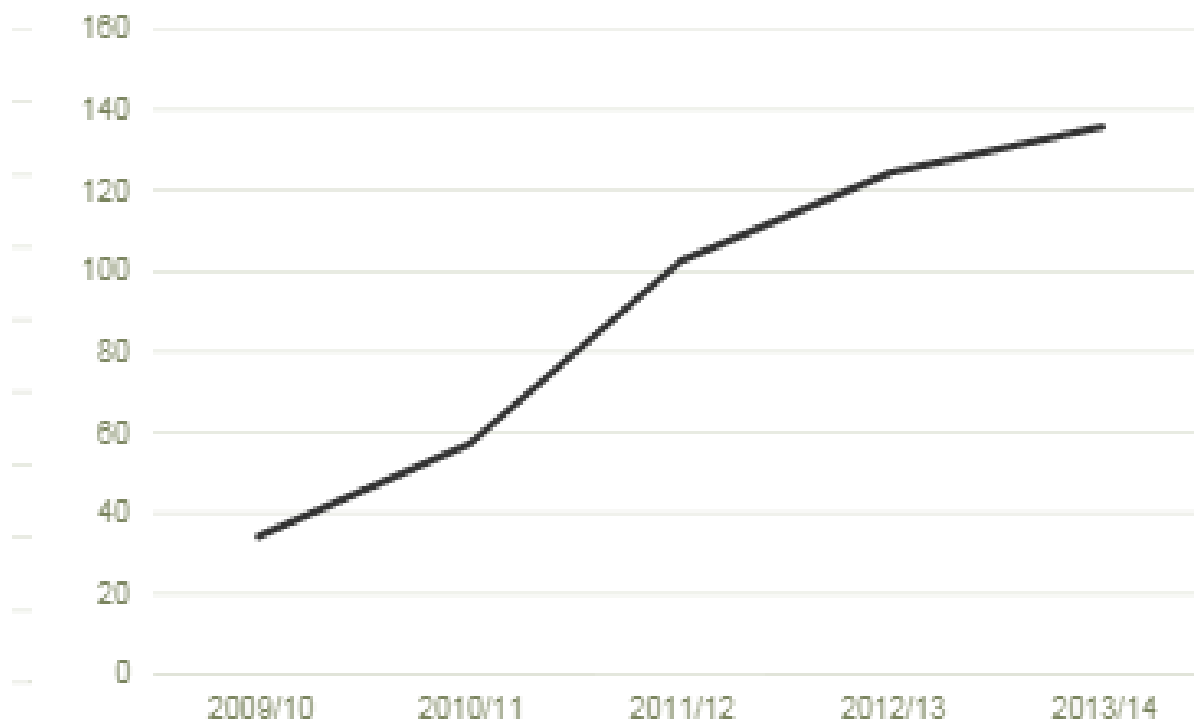
**Centre for London, Summer
2015**

- Costs and benefits of TfL's investment in the Overground network
- Scale of future investment needs on south London rail services and sources of money
- Practical barriers to delivering an Overground-style service on south London rail services
- Flaws in TfL's previous devolution proposals
- Political support/opposition to further devolution

Comparisons of National Rail Passenger Survey results (Silverlink 2007, all others 2014)



Passenger journeys per year on
London Overground (millions)



Services covered

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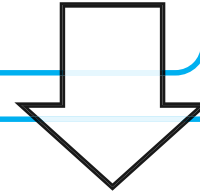


Three Stages of Modelling Research

Thales

Q: How close can we get to 'orange' standards?

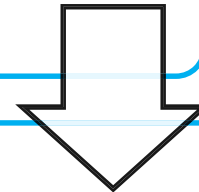
Metrics: trains per hour, coaches per train, etc



Jonathan Roberts

Q: What are the transport benefits of this?

Metrics: PTAL, travel times, etc



Atkins

Q: What are the development benefits of this?

Metrics: homes, office space, etc

The politics of Turning South London Orange

- South London and its surrounding counties
 - “It needs to be done for a purpose, and that purpose being benefitting our residents as well as London’s.”*
- London’s boroughs
 - Broadly positive
 - Underutilisation of stations
 - Concerns:
 - Orbital
 - Economic growth as well as residential
 - Freedom Pass
- Transport for London
- Department for Transport

Rail – Strategic Issues

- **London's really big issues:**
 - Population growth / Jobs growth / Different locations
- **Mismatch – Rail key to maintaining momentum**
 - London 2050 says Tube maxed by 2020s/30s
 - Commuter /suburban rail must grow capacity by 80%
- **South London will struggle** to deliver its share if suburban system not up to mass transit volumes
- **What can conventional franchising do?**
- **Soft solutions vital** [eg marketing]
 - but large, hard spend also needed now & next decade
- **What can Overground investment achieve – and how?**

Network Analysis

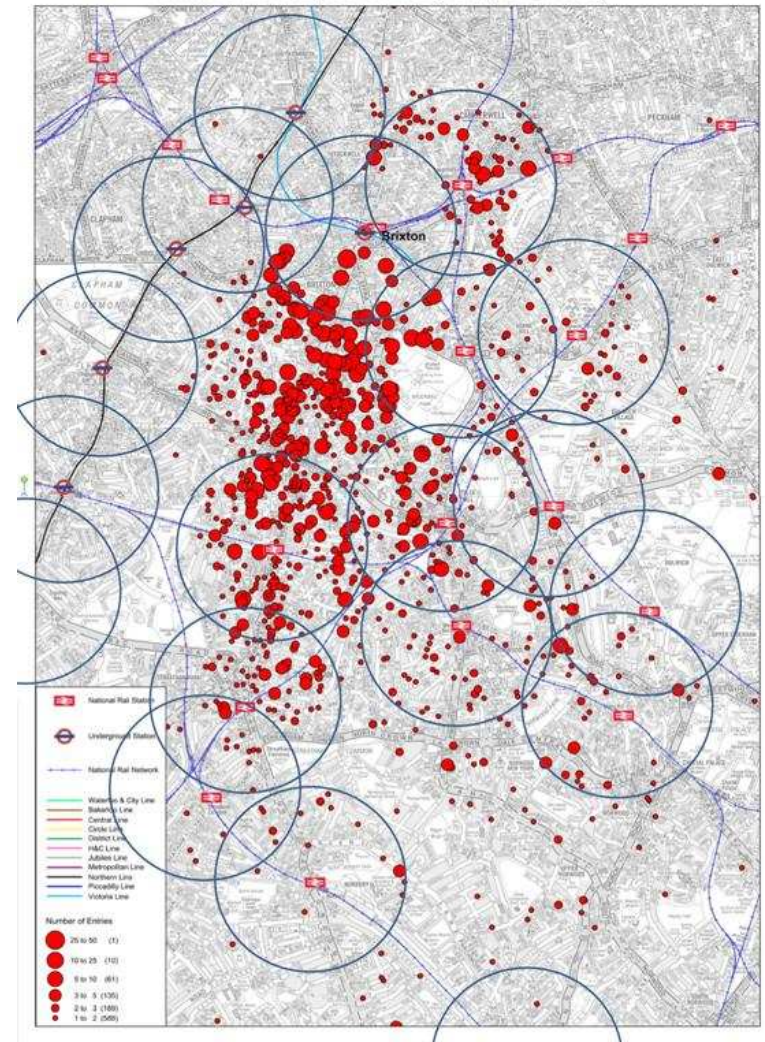
- Five main research strands
 - **Managing foreseen volume** – lines, trains, stations + interchanges – *analysis of foreseen needs, gaps*
 - **What's already in investment pipeline** - *scale of additional interventions required*
 - **Scope for rail/Overground** to enable location of new homes and jobs – *service specification, PTAL*
 - **Project choices and risks** – *Timescales, complexity*
 - **Affordability, value for money** - *Costs, benefits*

Managing foreseen volume

- Station and line usage, trends
- Comparisons with current Overground and with Tube
- Tubes struggling with volumes in S.London (Brixton 27mppa.)
- Projected change in current South London rail offering vs London-wide pressures
- Assess how far soft solutions will help (or even cause some difficulties!)
- Research what evidence there is that Rail must do much more than standard franchising

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Brixton Station: Sample of entries by bus (Source: RODS)

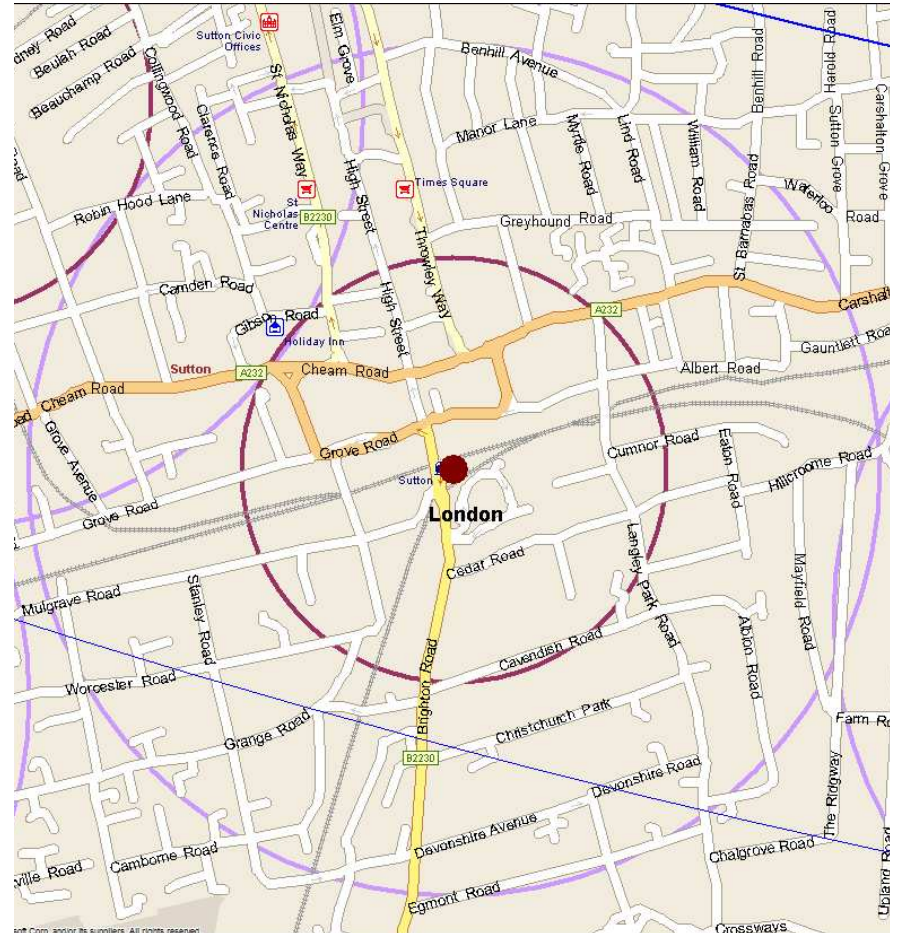


What's already in investment pipeline

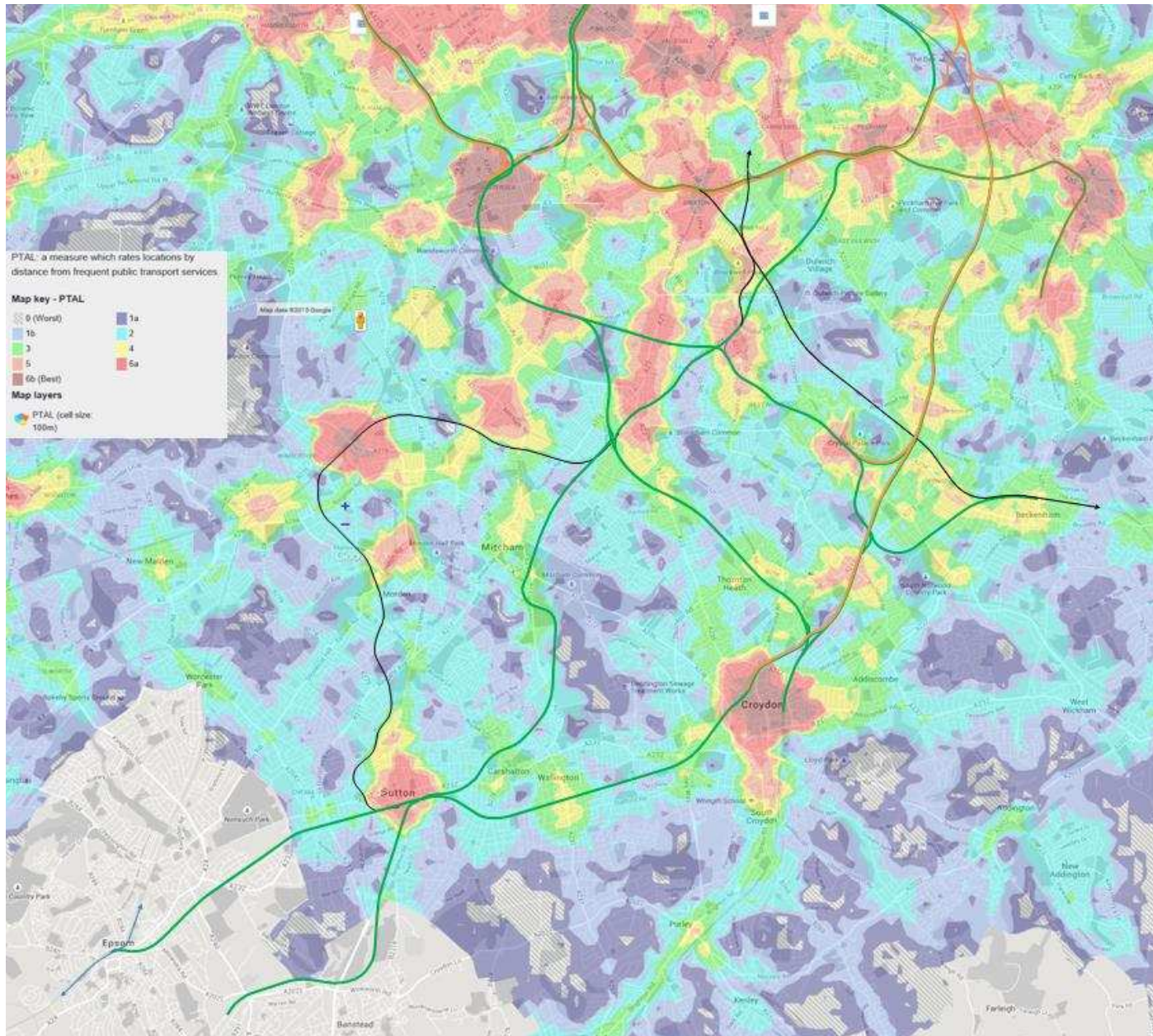
- Review of Network Rail Route Studies, other project work
- Consider NR current investment patterns and expectations
- What are the anticipated changes compared to South London needs
- Usage – quality – capacity – connectivity: assessment comparisons
- Gap analysis, comparisons with stakeholder desires
- Major risk areas
 - eg frequency, reliability, journey times
 - interchange shortcomings
 - terminal operations, junction factors, depot capacity
 - timescales for investment

Can Rail/Overground support new homes / jobs across South London?

- Local station accessibility
- Development sites in catchment?
- Public Transport Accessibility Levels (PTAL)
- Scope for Rail/Overground to improve frequency to increase PTAL
- Other access options – extra entrances, new stations, new interchanges, changes to routings
- Bus interchange improvements
- Relieve Tubes to allow them also to do more?



Current PTAL in South London



Project choices and risks

- Timescales for new / additional investment
 - trains, resignalling, track changes, station works
- Complexity – no one intervention will deliver on its own – resource focus as major project?
- Scale of overlap with other services/TOCs
- Robustness of choices – what options are there to invest for 2050 needs not just 2031?
- Simplification and densification of services vs current passenger perceptions – sensitivities?

Affordability and value for money

- Scoresheet of net added value vs net added costs
- Include benefits/costs across modes and catchment, not just internal railway numbers
- Transport benefits
- GVA / GDV benefits
- Strategic outcomes for passengers, for South London, and for London as a whole

Turning South London Orange – Development Potential Analysis

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Initial Work

Reminder of key questions for development research strand

Three key core questions:

- additional growth over and above what'll happen on 'do nothing', and how widely would benefits of upgrades spread in terms of distance from stations

• density and changing role of outer London town centres

- what else needs to happen with the transport upgrades to realise dev potential?

Baseline data collection

Collecting data on:

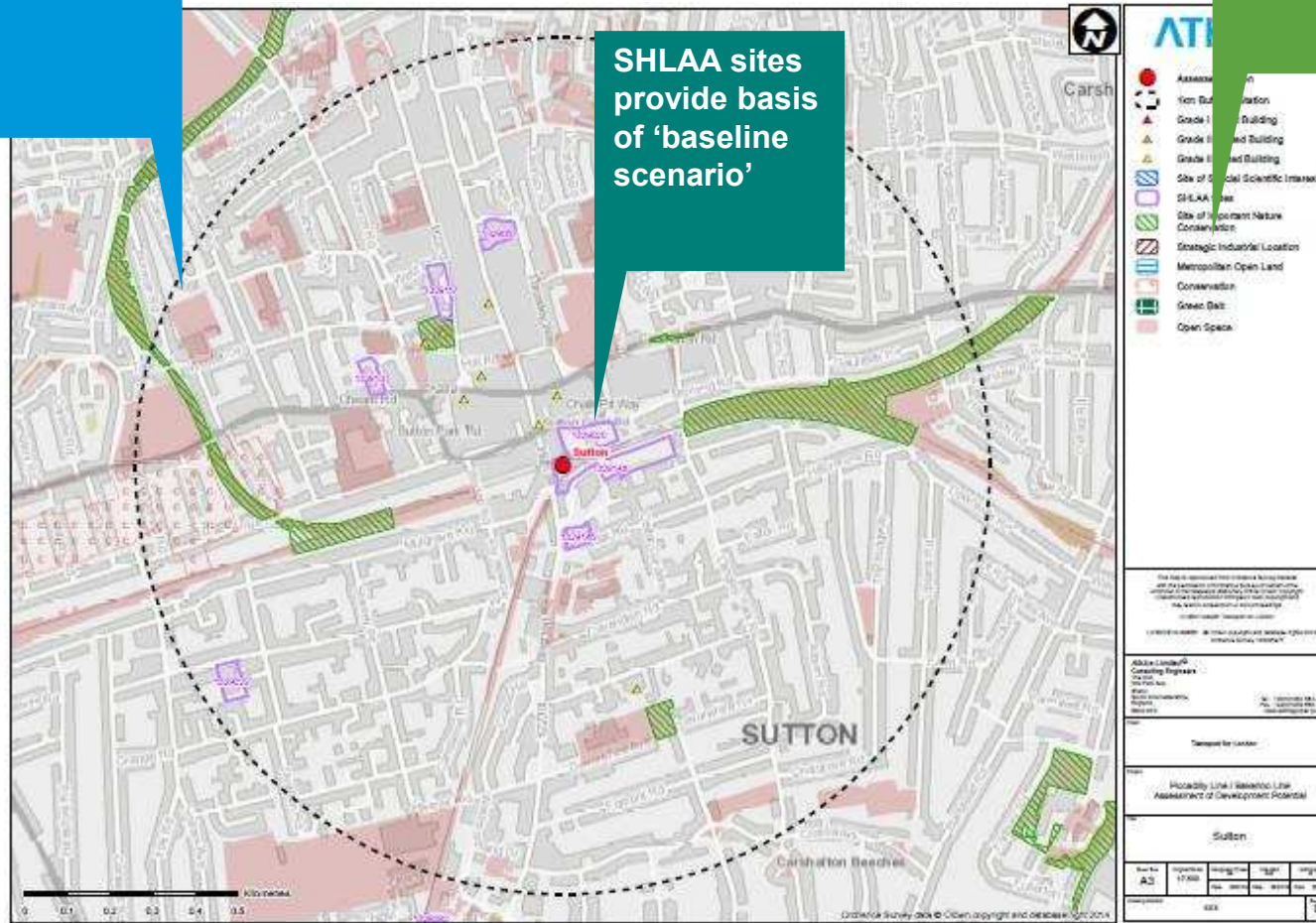
- 52 stations, excludes Victoria and London Bridge as likely limited uplift as a result of TSLO
- Borough policy data collated (10 local authorities)
- GLA datasets assembled to create maps for each station

Map example

1km catchment = max benefit of transport upgrades

Constraints mapped

SHLAA sites provide basis of 'baseline scenario'



Initial findings

- Across the stations there are currently 33,400 dwellings planned*
- Of these 21,500 have planning permission and we assume these will have been developed before TSLO is in place
- 11,900 units are allocated, this forms the initial basis of the 'do nothing scenario'

Station catchments with 300+ allocated units,

Station	Allocated housing units
Clapham Junction	1,710
Queens Road Peckham	1,497
Battersea Park	1,192
Sutton	862
East Croydon	723
Catford Bridge	711
West Croydon	644
South Bermondsey	635
Lewisham	626
New Cross Gate	490
Hackbridge	474
Brixton	430
Peckham Rye	335

Next steps

- Further analysis on station locations to assess future potential:
 - Discussions with stakeholders will assist
- Consider other scenarios:
 - TSLO
 - TSLO plus modest planning reform

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TURNING SOUTH LONDON ORANGE

**Centre for London, Summer
2015**