

# AGENDA

## Meeting Transport Committee

**Date** Wednesday 9 October 2019

**Time** 10.00 am

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

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### Members of the Committee

Florence Eshalomi AM (Chair)  
Caroline Pidgeon MBE AM (Deputy Chair)  
Gareth Bacon AM  
Shaun Bailey AM  
Tom Copley AM

David Kurten AM  
Joanne McCartney AM  
Keith Prince AM  
Caroline Russell AM  
Navin Shah AM

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

Ed Williams, Executive Director of Secretariat  
Tuesday 1 October 2019

### Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: David Pealing, Principal Committee Manager; Telephone: 020 7983 5525; Email: [david.pealing@london.gov.uk](mailto:david.pealing@london.gov.uk)

For media enquiries please contact Alison Bell, Head of Assembly Communications; Telephone: 020 7983 4228; Email: [alison.bell@london.gov.uk](mailto: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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**Agenda  
Transport Committee  
Wednesday 9 October 2019**

**1 Apologies for Absence and Chair's Announcements**

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

**2 Declarations of Interests** (Pages 1 - 4)

Report of the Executive Director of Secretariat

Contact: David Pealing, [david.pealing@london.gov.uk](mailto:david.pealing@london.gov.uk), 020 7983 5525

**The Committee is recommended to:**

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

**3 Minutes** (Pages 5 - 52)

**The Committee is recommended to confirm the minutes of the meeting of the Transport Committee held on 9 October 2019 to be signed by the Chair as a correct record.**

The appendices to the minutes set out on pages 9 to 52 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](http://www.london.gov.uk/mayor-assembly/london-assembly/transport)



## **4 Summary List of Actions** (Pages 53 - 62)

Report of the Executive Director of Secretariat

Contact: David Pealing, [david.pealing@london.gov.uk](mailto:david.pealing@london.gov.uk), 020 7983 5525

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

## **5 London TravelWatch Business Plan and Budget Bid 2020-21** (Pages 63 - 96)

Report of the Executive Director of Secretariat

Contact: David Pealing, [david.pealing@london.gov.uk](mailto:david.pealing@london.gov.uk), 020 7983 5525

**The Committee is recommended to:**

- (a) Approve London TravelWatch's proposed Business Plan for 2020-21, as set out at Annex A to the report; and**
- (b) That, subject to the decision taken at Recommendation 2.1, the Committee gives in principle agreement to London TravelWatch's budget bid for 2020-21, as set out at Appendix 2 of Annex A, for recommendation to the London Assembly's GLA Oversight Committee as part of the draft London Assembly budget submission for the 2020-21 financial year.**

## **6 Accessible and Inclusive Transport** (Pages 97 - 98)

Report of the Executive Director of Secretariat

Contact: Grace Pollard, [grace.pollard@london.gov.uk](mailto:grace.pollard@london.gov.uk), 020 7983 6597

**The Committee is recommended to note the report as background to a discussion with guests on accessible and inclusive transport.**

## **7 Transport Committee Work Programme** (Pages 99 - 102)

Report of the Executive Director of Secretariat

Contact: Daniella Dávila Aquije, [Daniella.DavilaAquije@london.gov.uk](mailto:Daniella.DavilaAquije@london.gov.uk), 020 7084 2850

**The Committee is recommended to note its work programme, as set out in the report.**

## **8 Date of Next Meeting**

The next meeting of the Committee is scheduled for Tuesday, 12 November 2019 at 10.00am in the Chamber.



**9 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: 9 October 2019**

**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 interests<sup>1</sup>;**
- 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:

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<sup>1</sup> 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.



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

[Note: LB - London Borough]

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:  
<https://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.

<b>Local Government (Access to Information) Act 1985</b>	
List of Background Papers: None	
Contact Officer:	David Pealing, Principal Committee Manager
Telephone:	020 7983 5525
E-mail:	<a href="mailto:david.pealing@london.gov.uk">david.pealing@london.gov.uk</a>



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# MINUTES

**Meeting: Transport Committee**

**Date: Wednesday 11 September 2019**

**Time: 10.00 am**

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

Copies of the minutes may be found at:

[www.london.gov.uk/mayor-assembly/london-assembly/transport](http://www.london.gov.uk/mayor-assembly/london-assembly/transport)

**Present:**

Caroline Pidgeon MBE AM (Deputy Chair)

Florence Eshalomi AM (Chair)

Gareth Bacon AM

Shaun Bailey AM

Tom Copley AM

David Kurten AM

Joanne McCartney AM

Keith Prince AM

Caroline Russell AM

Navin Shah AM

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

1.1 There were no apologies for absence.



## **2 Declarations of Interests (Item 2)**

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

2.2 **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 meetings of the Transport Committee held on 10 and 19 July 2019 be signed by the Chair as correct records.**

## **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 London's Transport Now and in the Future (Item 5)**

5.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions on London's transport now and in the future to the following invited guests:

- Diarmid Swainson, Central London Forward;
- Paul Goulden, Age UK London;
- Joe Irvin, Living Streets; and
- Sarah Sturrock, South London Partnership.

5.2 A transcript of the discussion is attached at **Appendix 1**.

5.3 **Resolved:**

**That the report and discussion be noted.**



## **6 Tram and Bus Safety (Item 6)**

6.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions on tram and bus safety to the following invited guests:

- Heidi Alexander, Deputy Mayor for Transport; and
- Michael Liebreich, former Board Member, Transport for London (TfL).

6.2 A transcript of the discussion is attached at **Appendix 2**.

6.3 During the course of the meeting, the Deputy Mayor for Transport committed to undertake a discussion with the Head of Health, Safety and Environment and the General Counsel, TfL, on potentially reviewing TfL's internal audit processes, paying particular regard to when senior officers at TfL can access or input into internal audit reports, and to write to the Committee following those discussions.

6.4 **Resolved:**

**That the report and discussion be noted.**

## **7 Transport Committee Work Programme (Item 7)**

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

7.2 **Resolved:**

**That the Committee's work programme for the remainder of the 2019/20 Assembly year be agreed.**

## **8 Date of Next Meeting (Item 8)**

8.1 The next meeting of the Committee was scheduled for 9 October 2019 at 10.00am, in the Chamber, City Hall.

## **9 Any Other Business the Chair Considers Urgent (Item 9)**

9.1 There was no other business.



## 10 Close of Meeting

10.1 The meeting ended at 12.46 pm.

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Chair

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Date

**Contact Officer:** David Pealing, Principal Committee Manager  
Telephone: 020 7983 5525; Email: [david.pealing@london.gov.uk](mailto:david.pealing@london.gov.uk)



## London Assembly Transport Committee – 11 September 2019

### Transcript of Item 5 - London's Transport Now and in the Future - Panel 1

**Florence Eshalomi AM (Chair):** All right. Just to welcome our guests this morning, we have Diarmid Swainson from Central London Forward, Paul Goulden from Age UK London, Sarah Sturrock from the South London Partnership (SLP), and Joe Irvin from London Living Streets. Welcome to all of you.

I hope you have been following some of our earlier Committee meetings. We have been looking at how Londoners are getting about and how they are coping with an increased population in London. We have a range of questions and it will be great to get your expertise on that.

I will start off with just a general question to all of you. What kinds of journeys are Londoners still finding it challenging to make and where are some of the worst places for Londoners to travel between? Who wants to start off?

**Paul Goulden (Age UK London):** On difficult journeys, certainly from older people's point of view, there are issues around accessing the services that they need. To take a step back, it is worthwhile saying that older people are not a homogenous group in terms of their experiences in London. Older people's experiences of transport can be very wide ranging, from those who are fit and healthy and use their cars right down to those who are vulnerable and isolated in their own homes and actually need the services.

What has always struck us in Age UK is that you have the people who need their support services and then you have the services themselves provided by the local Age UKs, other charities or statutory bodies. How do you get from one to the other? That is the key thing that we have.

I would like to pick out the issue of hospital journeys. Clearly, if you have someone who needs to get to a hospital appointment or a GP appointment and there are barriers in the way, then it is more likely that they are not going to access the health and social care system and will go down as a result. There are certainly issues around community transport. Dial-a-Ride does not handle GP or hospital visits. I have an idea about why it does not do that but, again, what you have are barriers between the services that people need and actually where they are.

In terms of public transport, there are fears about being on overcrowded trains. Again, just looking at those things that stop people accessing what they want to access, you have the overcrowding. There are the interchanges and the multiple different modes. If someone has to use three or four different modes of transport to get to where they want to go, it is highly likely that at some point they are going to have a bad experience. One bad experience for an older person may make them turn around and say, "Actually, I am not going to do this again". Having that seamless transport journey from where they are to where they need to be is vital for older people.

**Sarah Sturrock (South London Partnership):** From the south London perspective - and the SLP has the whole of south London, particularly the outer five from Richmond around to Croydon - the biggest challenge there for people is that while we have some very strong regular links into central London if you are on one of the main commuter lines from Twickenham or from east Croydon upwards, that is great, but the main problem



is that there is a deficit of transport overall. It is a whole range of journeys that are made more difficult with that. We know, for example, that there are four times as many jobs accessible to people within a 45-minute radius of Harrow than there are from Sutton. That has a material impact on your chances to get to work and also to get to better-paying jobs. It also flips it back the other way as well, which is another important factor for our boroughs. It makes it harder to attract businesses and the economic strength into our areas. We have some great economic strength, but the potential for more is great and is being held back by that lack of transport overall. That overall public transport deficit is definitely one of the major factors.

That leads on to a very significant dependency on cars. In our boroughs, 45% of journeys are made by car. That is the highest of any part of London, reflective of the lack of alternatives. That has the air quality implications that then play out into people's willingness to walk and to cycle and the sense of safety and all of those sorts of issues, but there are also the massive congestion problems we have there that then start to impact on some of the business travel needs within south London as well and those sorts of issues. That is the single most important issue on our patch.

I suppose just picking up a smaller issue on a particular group as well and echoing some of the points that were made about older people, there is one particular group that I know local authorities are particularly concerned about at the moment: children and young people with special educational needs and disabilities and their ability to travel on normal transport systems and not have to rely wholly on specialised transport. This is part of enabling them to live as full and open and complete a life as they can. That sort of issue is made considerably harder with exactly the same sorts of concerns that come out for older people - the congestion, the multiple journey changes, those sorts of issues - too.

**Joe Irvin (Living Streets):** We are coming from a perspective of walking. That is mainly walking to access places you want to get to and services you want to use, but it is also walking as part of a public transport journey. Those are our main issues.

The big thing that strikes you when you look at what is happening is the big difference between inner London and outer London. In central London, lots of people are walking. The issue there is more about the attractiveness of the walking network and the connectivity, but it is not like it is impossible to walk around central London. There are safety issues as well and safety concerns. When you go to outer London, it is a different kettle of fish and a bit more like the rest of the country.

For example, on the walk to school - and, Sarah [Sturrock], you mentioned a bit about certain young people - and thinking about younger people and walking to school, in central London 58% of children walk to school. In outer London it is 44%. That is a big gap. The car journeys are 4% in central London going to school and 27% in outer London. People are finding that there are obstacles and barriers to them making those walking journeys in outer London. That is a big thing.

Picking up the issue about people with disabilities and older people in general, we do a lot of work with older people and I am pleased to hear what Paul was saying. We start with: where do people want to get to? We should not start from: can we get more transport journeys? We sometimes cross swords with Transport for London (TfL) saying that our objective is more bus journeys. Actually, it is to allow people to get to the places they want to be for particular purposes. There are very different issues affecting older people and people with disabilities.

I will just give an example there. When - I cannot remember when it was - the Jubilee line opened around the millennium with the first step-free Tube stations, Denis Tunnicliffe, who at the time was the head of London



Underground, said that he hoped to roll that out across the whole network. It is a long time coming. It is a very difficult thing if you need step-free access to use the Underground because you have to work out how you will get to the other place that is one of the few that has step-free access. That is still a big issue.

**Florence Eshalomi AM (Chair):** Diarmid, from a central London perspective, where people think you have excellent transport links and no issues.

**Diarmid Swainson (Central London Forward):** Yes. A lot of the comments already made do ring very much true for central London as well. The key thing for me to context this with is that the sheer number of jobs in central London is exponential. We have 3.5 million jobs in the 12 boroughs that are part of Central London Forward. That job number has grown really significantly over the last seven years. We are a fifth of the jobs growth in the United Kingdom (UK) since 2010. We have a situation where we have a concentrated economy and an increasingly concentrated economy within London and within the southeast as a whole.

The thing that we need to recognise is that people will continue to need to travel into central London in large numbers to sustain the economic growth of the country and we need to make that a pleasant and viable experience both for people from outside Central London Forward and our 12 boroughs and indeed for people from outer London and people outside London and further. There is a challenge around making sure those journeys are sustainable. We have seen huge amounts of overcrowding on the key network links into central London, mostly across the Tube network, the Victoria line and the Central line. As those have increased, we have also seen greater instances of those lines experiencing problems with signal failures and things like that.

The reality is that that does make a huge difference to people's working experience and it makes a huge difference to the businesses in central London and their ability to recruit people. That day-to-day experience of travel is starting to bite on what businesses are telling us about their experiences of trying to recruit staff. There is that aspect.

There is also an aspect that is very similar to what colleagues have said around their concern about the people within central London and whether they are able to access the jobs that we are creating. We think there are pockets of places within central London where people are finding it hard to access the jobs that are being made literally miles away. Although they are able to walk and they are able to take the bus, we know the buses generally are subject to more congestion and the journey times are going down. That is becoming a less appealing method of transport. Then there are some strange things around where in central London - and where in London indeed - transport costs are acting as a block because of the different zoning and also because of the different structures around ownership of the network, meaning that fares are different in different places.

It is early days for us on that piece of work. We are looking into that and trying to identify where in our boroughs and where in London those are issues, but it is a real issue for us about making sure that the poorest and most excluded people in central London and in London as a whole are able to access the jobs growth I mentioned earlier and the real success that we are delivering for London.

**Shaun Bailey AM:** Chair, I just want to ask a little bit more about walking versus driving. What are the sorts of distances that people walk? I used to live in zone 2 and walked everywhere because there was nowhere to park and everywhere was close. I now live in zone 6 and the distances are so big. With my walk to the station, it is easier to walk home with no time pressure but not so much in the morning. What are the kinds of distances that people walk?



**Joe Irvin (Living Streets):** People walk 80% of all journeys under 1 mile. If it is less than 1 mile, people will walk it. For the vast majority, between 1 and 2 miles, you will still get people walking it. You had in your evidence from TfL analysis of the number of car journeys that might be converted to walking. There are lots of short journeys. If you take out the ones where people are carrying heavy shopping or whatever, there are still a large number of journeys that are less than a kilometre. For 1 mile, you will get most people walking. Most people think that is reasonable. Quite a few people will walk up to 2 miles.

**Shaun Bailey AM:** Is there any difference between the distance people will walk in inner and outer London?

**Joe Irvin (Living Streets):** I do not know the actual measurements of that, but the most important thing is what you said: the places you want to get to tend to be further away out of the centre. We have to think about that, particularly when we are planning new developments. You can have a planned development that is very car dependent or you can have one where the facilities are nearby. It is sometimes that people think about train stations and bus stops, which are very important, but do you have a GP surgery in walking distance? Do you have a primary school in walking distance? Do you have a hospital that is a bus ride away or easy to get to? Those sorts of things are really important to people. Shops, ditto.

**Navin Shah AM:** Sarah, you very eloquently explained the picture in south London and particularly what I see as outer London boroughs in terms of dependency on cars and impact on both connectivity in terms of jobs in London as well as the local economy. That, I believe, is the picture all across outer London areas. I can say that pretty comfortably as somebody who represents the outer London borough of Harrow, which also you mentioned.

What do you think should be the priorities, talking about not only reducing congestion but in terms of improving transport facilities for those outer London boroughs? What should TfL be doing for that?

**Sarah Sturrock (South London Partnership):** There are similar issues around outer London, although there is a particular concentration in south London because of the first main issue, which is a priority for us. Having not had the benefit of the development of the London Underground extending significantly through our boroughs - it touches into Richmond - that whole issue about the metroised suburban rail service is a real hole in south London. If you have a number of train stations that may be within a couple of miles from people or maybe a bus ride from people but if you have only two trains an hour at peak time, you cannot base your commuting plans on that and you cannot base your plans for getting to your doctor's appointment or whatever if you need to go by train on that without building in quite a lot of extra time. For people with families or other commitments or for people who are trying to manage multiple jobs and things like that, that starts to really limit their capacity enormously. That metroisation of the suburban rail services in south London is very important.

We strongly welcome and support the Mayor's push for devolution of the southern and southeastern services in order to be able to deliver that. We welcome the devolution if it gets the outcomes and for it to get the outcomes and so the sort of investment that needs to come with that in a similar way as has happened in north London. We have a significant issue in the southwestern trains in our patch where the long-term answer is Crossrail and the importance of some of that major new infrastructure. Major infrastructure is important to government and it is important in the public world at the moment, but it is not getting a huge amount of that investment that we need. That has all trailed off a little bit. The commitment to Crossrail 2 and bringing that forward fast is important but actually, even if brought forward at pace, we are still talking 15, 20 or maybe



more years before we get the benefits through. What happens to southwestern rail services in the meantime and how can we deliver some improvements in those spaces? Kingston is the third most significant retail centre in London with four trains an hour on weekdays and two at weekends. Who gets the train to Kingston to do their shopping and to go out and spend time in the town? The services are therefore not used so much. That is really critical: the major infrastructure and the metroisation.

Then the point about buses that Joe [Irvin] raised is really important as well. Joe touched on that coherence of the bus journeys and thinking about how we revisit where people are wanting to travel, not where buses have always gone. There has been quite a focused review about what needs to happen about buses in central London. There is a rather more piecemeal approach being taken in outer London and that is a bit of a problem because we need to start as well not from where the journeys are being used most at the moment but where people would want to be travelling to and from and where it would help to have buses and then how we look at making some of those changes. The commitment in TfL's business plan for an extra 1 million kilometres of bus journeys in outer London every year for the next few years is great, but making sure that really happens and is done in a strategic way and is not just lobbying in extra bits becomes really important.

Then, for us in south London as well, we have the tram, which is a massive asset. It is really well used. It is used enormously for commuting and for access to jobs and to services. We are very keen on seeing the programme of upgrades and things that is underway at the moment being really driven through at pace because the demand is already there. There is a really important addition to the tram that is already being well developed, the extension to Sutton, and then really importantly the extension from Sutton down to Belmont to the London Cancer Hub, which is a massive London, UK and world opportunity area that nobody knows about. It is doing fantastic things. There are ambitions for two new cancer drugs to market every year. It is an international life sciences driver. It is on the edge of London with a station a mile away. It has fields on the other side of it and residential around it. If you have to get to Sutton and get a bus down the road, that is not going to work. That extension is really critical.

If we think about the potential for the tram beyond that, it is this fantastic asset. We have it. It is there. It is actually a very good low-emission option for travel. How do we think about how we take advantage of some of these things? We need to start to deal with some quick benefits and some quick changes that we could get through as metroisation of some of the service improvements now and some of the bus improvements.

We then need to start to think about planning for the longer term and for the growth. I suppose my final point on this one is that we are very conscious in south London that there is the need to deliver new homes and the need to deliver new jobs and strengthen the economy around that in south London, and the single most important thing that will unlock that is transport. We have to get to grips with that.

**Florence Eshalomi AM (Chair):** Definitely. Paul?

**Paul Goulden (Age UK London):** Very briefly on outer London, we are watching with interest the initiative that TfL has on Go Sutton because this idea of having a callup service that is actually addressing the need of the person who wants to make the journey rather than a defined route is something that would appeal to older people quite a lot. If they have the mechanism to get to where they want to go rather than using [a defined route], but we are watching that one with interest because, if that is successful and is rolled out, certainly it fits very well for the outer London needs.

**Navin Shah AM:** Thank you.



**Sarah Sturrock (South London Partnership):** To comment briefly on that, it is a really exciting pilot and indeed I understand that there is another one just starting in Ealing, which is on a much bigger scale. It is going to be really important to learn the lessons from that.

I suppose my one concern is that it is quite a small pilot in terms of scale and does not link to some of the key places, but what I understand is already coming through is that that may be driven by the scale and the geography and uses and that it is predominantly old people who are using the service in the first few months it has been up. It is obviously at early stages in the pilot, but there is clearly something attractive there that feels like it is an option that we will need to pick up on.

**Florence Eshalomi AM (Chair):** Yes. It is something that we on the Committee will definitely be monitoring quite closely with TfL.

You have all touched on it briefly and one of the things we have definitely been looking at from the Transport Committee here is the bus usage. We had a report almost two years ago, *London Stalling*, which looked at the fact that bus ridership was going down and congestion was one of these issues. Bus usage still continues to fall. We are trying to get to the bottom of why that is. We would be grateful to take your views on that. I see you smiling, Joe.

**Joe Irvin (Living Streets):** That is because I do not have the answer. It is beyond my area of expertise and other people have been struggling with this. It is not just happening in London. It is happening nationwide. There obviously are reasons but nobody has quite got to the bottom of them.

If you go back over a few years, the number of bus journeys has gone up massively in London. If you start at 1997, you will find there has been a massive increase in bus journeys. It has levelled off and then dropped off a bit in the last couple of years. There are problems of congestion and journey times and therefore reliability, particularly in central London, but I do not know the full reason why it has dropped off beyond speculation.

**Diarmid Swainson (Central London Forward):** I do not have a hard-and-fast answer. I can certainly make some assumptions and some guesses, which I can wilfully do.

I absolutely agree. Congestion in central London is a key block and we know that. There is a whole set of evidence about who takes the bus. It is mainly lower-waged people, people who are accessing jobs in central London at the beginning and end of the day for various reasons around security jobs and cleaning jobs in large numbers and things like that. Those jobs are time-specific and really time-dependent. People are working multiple jobs in lots of those situations and they are working part-time hours around caring responsibilities or because that is the only work they can get. If you cannot rely on accessing your job at the time you need to, you have to take an alternative route. That is a key reason why we are seeing bus use dropping in central London.

The other thing we need to be really cognisant of is the fact that generally the number of people who are not earning the London Living Wage in central London is increasing massively and has increased substantially. It is now at 300,000 people. In the context of higher costs of living in general, although the transport freeze is massively welcome, people are having their incomes squeezed across a range of things and in that context they are also having to make decisions on a day-to-day basis about whether they can afford to take transport. They



have already in large numbers opted to take the cheapest form of transport there is, which is the bus, and then they are being blocked out of that in some cases.

It is hard for me to pinpoint hard evidence on that, but that is what we are seeing at the moment. We will come back to you with more on that when we get it. That is my thinking on it and that is what we are trying to delve into at the moment.

**Florence Eshalomi AM (Chair):** Thank you. Paul?

**Paul Goulden (Age UK London):** Earlier in the summer we put a call out to older people's groups across London about transport. Age UK London is leading on the transport domain for the Mayor's age-friendly London Plan that is in progress at the moment. What the old people's groups came back to us with in terms of buses were two things.

First of all, there is that confusion still over mobility aids versus parents with buggies. I know there have been various court cases about that. Again, it is one of those things. If there is uncertainty, then that is the reason for it not to happen with older people.

The second thing was around driver training. Age UK London did a piece with TfL about six or seven years ago on driver training and there is another round that TfL is doing very shortly. What came back to us were things like drivers not having correct information, not allowing older people – and this would go for other members of the public as well – to sit down properly before pulling off and also going very quickly over speed humps. I would not like to say that this is a widespread or universal problem with buses in London, but certainly that is what older people are reporting to us as the issues that they find as reasons for not going on the buses. It is the sort of thing that needs listening to.

**Florence Eshalomi AM (Chair):** It is my daily morning gripe as well: drivers not coming close enough for me to get the buggy on the bus.

**Paul Goulden (Age UK London):** That is another one, yes.

**Florence Eshalomi AM (Chair):** I am having to heave the buggy onto the bus instead.  
Assembly Member Prince?

**Keith Prince AM:** Thank you. This is really for Paul [Goulden] but, Joe [Irvin], you might be able to chip in. Have you any idea of how many Londoners tend to use buses in preference to other modes because they are more accessible?

**Paul Goulden (Age UK London):** The short answer is no but I would come back to what I was saying earlier. The experience of older people is going to be so varied that we would need to do a better far bigger piece of work. If you have the fit and active older people, 60-plus, they are probably more likely to use their cars because it is going to be more convenient. If you then go to the other end with people who are isolated with multiple health conditions, they are more likely to use community transport. There will be those in the middle who will want to use multiple modes.

I do not have any statistics on that, no, but that is a reflection of the wide experience of older people across London and the different modes of transport they use. We do have feedback on some of the barriers and why



people do not use certain modes of transport and, as I have highlighted, with buses certainly the issues there are around driver training and the accessibility of them.

**Keith Prince AM:** As you quite rightly said, Dial-a-Ride, for instance, will not take you to hospital appointments. That is quite bizarre.

**Paul Goulden (Age UK London):** I understand that they used to, but the issue reported to us with Dial-a-Ride when they did it was that you could get a Dial-a-Ride vehicle to take you to a hospital appointment for a certain time but then you could not book the return journey. If you are going for maybe an invasive hospital appointment or whatever, the last thing you want to be faced with is not knowing how you are going to get back home from that. That is a real issue.

**Keith Prince AM:** Do you think we need to be a bit careful about these reductions in the central London bus service? I can understand the reduction in demand, but some of those are vital modes of transport for certain groups.

**Paul Goulden (Age UK London):** I would come back to this: anything that forms a barrier to older people getting to the services that they need. Again, it has been echoed here. I would not concentrate on the routes as they exist at the moment. Are we maintaining those? Are we increasing those? I would be wanting to look at where the services are, where the older people are and how we connect them.

One of the pieces of work that we were looking at earlier in the year was - I know you mentioned inner London - looking at outer London and the demographics of where older people are going to be in the next five, 10 or 15 years. There are going to be gaps where you are going to have groups of older people with very few transport links coming out to them, particularly in those outer London areas. I would prefer to turn it around ask what older people want and how we get them there. That should be the approach.

**Keith Prince AM:** Thank you.

**Florence Eshalomi AM (Chair):** Thank you. Moving on now, the next set of questions is from Assembly Member Russell.

**Caroline Russell AM:** Thank you, Chair. Sarah [Sturrock], you said that in your part of south London there is 45% dependency on cars and it is the highest in London. Joe [Irvin], you gave us some stats about people walking to school and the fact that in central London 4% come by car and in outer London 27% come by car and there are lower levels of children and young people walking to school.

My question is about, I suppose, people who feel that they are forced into car use and ownership. What transport projects do you think need to be prioritised to help Londoners to reduce their dependence on cars? Maybe, Joe, if you could start?

**Joe Irvin (Living Streets):** Certainly thinking about those who could transfer to walking and cycling, let us say, to start with - and maybe we can talk about public transport separately - the Walking Action Plan has lots of stats in it, but if you look at that, it talks about the number of short car journeys that could be walked and that people say themselves could be walked. It is over 1 million car journeys a day that are short journeys that people could walk, often of 1 mile or less. Why do people do that? Sometimes it is habit. Sometimes there are things that they fear or that put them off from walking. Sometimes - because I am not excluding those short journeys - they might be wanting to get to a GP surgery, let us say, but do not know where it is and so



do not know they could walk to it or they know where it is but do not realise it is walkable. Information is important as well.

The difference between inner and outer London is really quite stark, but there is a point and not everybody makes very long-winded rational decisions in everything they do. They get into habits. If you start in a habit, if you start driving your children to secondary school, it is liable to continue; whereas if you take the time and actually work it out and get your children comfortable walking, maybe with other school students, that is the time when you can change behaviour.

The question I am putting is: what would change people's minds and what would change people's behaviour? It is a combination of the actual places and the infrastructure itself being good. We have done polling of older people and parents in particular. For older people, when we asked what worries them when they are walking on local streets, the number one issue, perhaps surprisingly, is cracked and uneven pavements. For people over 65, that is was the top issue that came up. The next is traffic related, people driving too quickly, obstructive parking, large volumes of traffic. They are the things that come next.

We often overlook that in a way that we often overlook walking itself as a mode of travel because we just take it for granted, but it is the second most common way we travel in London. It is a quarter of all journeys, much more than we do on the Tube at 11% or cycling at 2%. It is a really common activity but we take it for granted and often public authorities - not everywhere but often - take the pavements for granted as well and everything that goes with that.

Then you have to think about the planning aspect of this. Are the services within reach? Nationally 80% of us live within 1 mile of a primary school. That is the national figure. It is going to be more in central London and probably about that in outer London, yet still we have over a quarter of children in outer London being driven to school. There are ways to try to approach that.

We have a whole project and campaign called Walk to School or WOW we call it. We work in about 2,000 schools nationally. The fact is that it works. We get a typical 23% increase in children walking to school. We get a typical 30% reduction in cars coming to the school gate. This is right across the country. It is that type of approach when you are engaging with children regularly and right through the year, not as a one-off event, which we do. Children record how they have travelled to school every single day. We have badges like this to encourage people to be more active. We do assemblies and so on to try to get the message across not just the children but to the parents because it is often the parents who decide this.

There is infrastructure that needs to be put right. There is information that needs to be there, including wayfinding. There is planning that needs to happen to make sure we know the places you want to get to and people know how to get to them and they are places nearby. Then there is winning hearts and minds, if you like, so that people who may have been in the habit of driving to the corner shop or to the school start to think about it.

**Caroline Russell AM:** That was a 23% increase in the number of people walking to school when there is a full-on intervention. Do you think that there is an equivalent to that for people who are making other kinds of everyday short journeys by car, these other 1 million trips? They are not all trips taking children to school. I suppose I am asking really about the balance between the hearts and minds and persuading people and making people feel a bit kind of, "Oh my god, I have just used my car to drive half a mile. That is a bit weird when we have an air pollution and a climate emergency", or fixing these cracked pavements, getting better crossings



and making the streets feel like a less motor traffic dominated environment. What is the balance between those two?

**Joe Irvin (Living Streets):** You need both. Nationally, the Department for Transport (DfT) has looked at all of the sustainable travel programmes and generally it is about 70% capital and 30% revenue. Revenue roughly equates to doing all those things where you are engaging people and capital is making the streets better, cycle lanes and that sort of thing. We talked about the distances for walking, generally 1 to 2 miles. For cycling, it is generally 2 to 5 miles. People will feel that is a reasonable distance to cycle.

You can convert people to those journeys, probably not by making them feel guilty because that will not last very much but by trying to see an advantage in it. For children walking with their parents to school, they often find when they do it that it is the best interaction they get during the day. They are talking with the children. They are pointing things out. Their children are active. They are feeling better. They get to school more ready to learn. It is the positive things that we are looking at.

**Caroline Russell AM:** Thank you. Does anyone else want to come in on that issue of helping Londoners reduce their dependence on cars?

**Sarah Sturrock (South London Partnership):** The balance of infrastructure versus encouragement and support is an interesting one. Getting the infrastructure right is important in part of that, as well as thinking about the major public transport alternatives so that people do feel there are viable alternatives and can plan based around those alternatives.

Thinking about some of the cycling alternatives has been quite interesting as well. In Kingston they are just completing their big Kingston cycling programme was run as part of one of the Mini Holland schemes. That has not been without some contention along the way and there is the disruption that some of it has caused, but what is very interesting now is that some of those routes are really starting to open and they are finding not only is the amount of cycling going up but the amount of walking around it is going up. As a place to walk, walking along a route that is set out for more cycling and less about being car dominated is making a difference.

We do need to start to think about how we do some of that transformation of our streets and not even streets but routes through parks or other places as well that will help to encourage and guide and do some of the signposting that can encourage that. Can you walk to the station and find a train that is there rather than thinking, "I cannot walk and I cannot get a train and so I am going to have to get in the car"?

**Caroline Russell AM:** Thank you. Paul?

**Paul Goulden (Age UK London):** In terms of older people and dependency on cars, one of the key things that needs pointing out is that you have the care industry that is servicing older people. There is a group of them there who have to rely on the cars if you are an informal carer, if you are a spouse taking the person you are caring for to a treatment or whatever, but if you are working for a care agency and you are doing seven visits a day across a borough, there is no way that you can achieve those calls to look after those older people by relying on public transport. It is not feasible.

**Caroline Russell AM:** What about bicycles? I was approached by a care worker who approached me to try to get more cycle parking on estates in Islington where I am a councillor. She was trying to do her visits using her bike because it is a small borough and it is quite easy to get from place to place, but the issue she was finding



was that there was nowhere secure to lock her bike up when she got to each of the addresses. Are you aware of people doing those visits by bike or by electric-assist bike?

**Paul Goulden (Age UK London):** Not like that. The only thing is that if you are looking at someone doing seven or eight trips across a borough, they are cycling a good number of miles every day. That does take a certain level of stamina and ability to do that. If you are thinking that they may be carrying equipment as well, that starts to get a little more inconvenient for people.

What would be helpful would be to look at the convenience. The reason why older people tend to use their cars more when they are able to is that actually the complete convenience. If we can have other transport modes that provide the same convenience – basically door-to-door and the certainty of arriving – then you are starting to chip away at that reliance on cars.

The other thing that is worth mentioning – you mentioned cycling – is a fantastic charity called Bikeworks, which is based over at the Olympic Stadium. It is doing some really good work on getting more people cycling. It is doing a pilot with Age UK East London at the moment with a set of tricycles that link together. With the leaders that they have, they are getting older people out. They are sitting in these and going around and doing the visits that they want. It is a very safe and supported way of getting people back to cycling or introducing them cycling for the first time.

Things like that are not going to solve the widespread dependency on cars but they will chip away at that dependency and will encourage older people to be out and be more active as well. There are some of these quite discrete projects going on.

**Caroline Russell AM:** Thank you. Diarmid?

**Diarmid Swainson (Central London Forward):** Certainly for central London, the most congested part of London, it is a key issue. We have this targeting around, yes, more people cycling and walking in central London and yet we are heavily congested across the piece. We are very much in favour of seeing an increase in traffic-calming measures and ways to make the roads in central London more appealing for cycling and walking in general, more 20-miles-per-hour zones and more car-free streets, be that on a timed basis or on a permanent basis, actual physical changes to the street scene in central London to try to encourage people to use more sustainable transport such as walking and cycling.

The other thing to note of course is that within central London a substantial amount of the traffic is commercial traffic and we are also very interested in talking to our businesses in central London about expanding schemes that ban personal deliveries to workplaces and things like that. That does have an infrastructure implication to where people live and them being able to take deliveries from whatever internet retailers they might be using at the place where they live rather than where they work, but those things are practical things we can try to do to change the lived experience on the streets in central London. We are hopeful we will see a shift in people's behaviour.

**Caroline Russell AM:** Thank you. Just to wrap up, we did a report a couple of years ago now, *Hostile Streets*, which was looking at streets mainly in outer London and at how traffic dominated they are and at some of the smaller practical things you can do to make it easier, for instance, to walk along a main road. If you get a side road coming off a main road, you have a gaping distance that you have to cross and you have cars swooping in off the main road very fast, making it a very difficult environment. You can absolutely see



why people do not choose to walk their kids to school or walk to the doctor's surgery if it is a question of walking along a road like that.

Particularly I suppose for south London, are you aware of boroughs in the patch that you are covering working to try to make those main roads feel like better places for people to be able to walk?

**Sarah Sturrock (South London Partnership):** I am sure there are examples of those sorts of things. There is a combination of the main roads that are in the boroughs' control and then some of the big main arterial roads, which become the real barriers and are of course in TfL's control as well. These things tend to be linked to opportunities for redevelopment, regeneration, major town centre changes or high street changes. That is a much more integral part now of any of those major redevelopments going on. Those are the opportunities that then arise that bring with them the funding and the space-changing potential to make a difference. There are not any wholesale programmes out there at the moment that I am conscious of and I apologise to my boroughs if I am unaware of anything they are doing wholesale.

Quite often, particularly when looking at some of the Local Implementation Plan (LIP) funding provided by TfL, there does still seem to be quite a lot of focus on how we address some of the congestion hotspots or crunchy road junctions, roundabouts, major crossing points and so on. Trying to build some of the walking and cycling plans into those is helpful, but what we need to really start to see is a bit more comprehensive thinking about how we make the links more widely. Although a lot of the smaller routes are being looked at for cycling links and walking improvements where they can, some of the question starts to become for those who are enthusiastic for cycling - and we are seeing much more of that cycling into central London - where are the opportunities to make some of the longer routes? There are groups of people who are up for doing longer routes of cycling. How do we start to think about some of those maybe in less of a radial way but with more of the orbital transport thinking, rather than just how to get everybody into central London on a bike?

**Caroline Russell AM:** Yes. Joe?

**Joe Irvin (Living Streets):** Could I just add something? Perhaps because it is such a broad question, we have missed something really important, which is safety. You brought up people's perception of safety, particularly at junctions. It is worth thinking about.

First of all, there is a national review of the Highway Code in relation to walking and cycling. I am on the advisory body and so is TfL, by the way. They are looking at different priority at junctions and crossings, for example. That is an important thing.

**Caroline Russell AM:** What is the timescale for that review?

**Joe Irvin (Living Streets):** It is over a two-year period starting last December [2018] and so a year and a half to be completed.

The second thing is that in some London boroughs and also very much in Manchester at the moment, they are talking about the typical side road that you are talking about where people would like to walk and do feel at risk or their children are at risk but they themselves feel at risk as adults very often. In Manchester, they have called these 'beelines'. They try to find where the places are that people want to walk to get to the places they want to get to. Very typically, they are alongside main roads with lots of side roads, Coronation Street-type side roads in Manchester very often, but people really feel nervous about crossing them.



The Highway Code says that that drivers should give way to pedestrians who have already started to cross when they are turning out of a junction. It does not say what happens when you are turning into a junction. That is something that could be addressed. Also, we would like to see people advised that if someone is waiting to cross, at a zebra crossing particularly, you ought to try to stop for them. What they are proposing in Manchester and some London boroughs are mini zebra crossings to signal to people that that is a continuous route like a continuous pavement would be but much cheaper and to signal to the drivers and riders that that is a place to give priority to pedestrians who are crossing.

**Caroline Russell AM:** It is a fundamental difference between people walking and people cycling and people driving. People driving and cycling along a main road can just go continually along it, whereas people who are walking have to keep stopping and giving way to all the traffic turning into those side roads.

**Joe Irvin (Living Streets):** Where junctions are controlled, such as pelican crossings, etc, there is a lot of work we have just done with TfL and Mike Grahn of London Living Streets. We have done a lot of this work where we have trialled extending the periods that people have to cross and shortening the periods they have to wait between getting the green signal. They have tested people before and after and it actually makes quite a big difference to people's perceptions. That would encourage people more if you pay a bit more attention to that. Even those tiny things can make a difference to people's willingness to go out and walk.

**Caroline Russell AM:** Thank you very much. Thank you.

**Florence Eshalomi AM (Chair):** Thank you. I have quite a number of Members who have indicated, but I will just remind you all about time and ask if you could keep your questions quite short. I have Assembly Member Copley, Assembly Member Bacon, Assembly Member Bailey and Assembly Member Pidgeon.

**Tom Copley AM:** Thank you, Chair. My question is for Joe, really. I love to walk if I can, but unfortunately I live in Catford right by the South Circular, which is a very hostile environment. My question is about how we can open up bits of infrastructure for walking. There are great projects like the Peckham Coal Line and the Camden High Line.

Do you think TfL could do more to identify these sites, work with landowners and also maybe look at its own land as well? It is looking at its land in terms of developing property, but is it looking at bits of infrastructure where perhaps you could create a route? I am wondering about your thoughts on a route for walking and cycling.

**Joe Irvin (Living Streets):** Chair, you asked for people to keep their questions short, but I am sure you meant the answers, really, and so I will try to be quite brief.

First of all, they can be quite important. For example, the ex-railway routes from Finsbury Park up to Highgate Wood are very well used. It is probably not going to get thousands of people commuting and leaving their cars behind for it, but it is an important place in itself and it is important to get people out and used to walking.

There have been attempt to link green spaces in particular, especially around south London and southeast London. That is important. TfL and boroughs - because often this is down to boroughs - could do more. Network Rail is quite a big owner of many of these places and so they would be good.

However, I would say that in balancing that - and you are all well aware of what has happened in the Mini Holland areas like Waltham Forest and some of the others that we mentioned - that holistic approach to



neighbourhoods probably makes a bigger difference in the end. We have been working with the London Cycling Campaign to support the Mayor's initiative on Liveable Neighbourhoods. It is a really exciting thing. Again, it is often seen to be not so exciting as a high line like in New York, but it is actually where people live and get about most of the time and making a big difference there, of which these particularly green spaces can be part of, can make a big difference, I believe.

**Tom Copley AM:** Thank you.

**Florence Eshalomi AM (Chair):** Assembly Member Bacon?

**Gareth Bacon AM:** Thank you very much, Chair. Eventually, my question is going to be for Sarah. I represent an outer London constituency, a south London constituency. We hear a lot – and we have heard a little bit about it today but not too much – about the need to reduce car usage. It is a public policy objective for a number of politicians, particularly those who spend a lot of their time in central London. It is an understandable one for central London because there are a lot of public transport alternatives.

In the constituency that I represent, there are not, and some of the things you said earlier on struck a chord. There are buses and there are trains primarily in my constituency that go into central London. I had to attend a meeting the other evening near Biggin Hill Airport. The people around Biggin Hill, by the way, do not consider themselves to be Londoners. They believe they live in Kent and when you go there you can understand why, driving down country lanes with hedgerows and farmers' fields. I did a quick look on my phone before asking the question to see how long it would take me to get there by bus. It is an hour and 25 minutes. It is a 22-minute drive up and down very steep hills. I am not going to get the bus to go to that meeting because it is simply an inefficient way of doing it.

However, the habits in south London are also developed around the public transport options they have. For example, in south London, people go and do their weekly shop. People go out and will buy all their weekly goods in one go and will put them in the back of the car. You cannot do that on a bus and you certainly cannot do it on a bike. As a result of that, car dependence is not a luxury. It becomes a necessity because you have no choice.

My question then is this. If we are going to change car usage in outer London, you talked earlier on about not the carrot and the stick but the balance between infrastructure and encouragement. My contention would be – and I want to see what you think about it – is that there needs to be significantly more investment if you are going to get people to stop using their cars because the alternative simply is not there.

**Sarah Sturrock (South London Partnership):** I could not agree more. The issue for us is that the lack of public transport alternatives is having an economic impact in south London but it is also driving the way people are choosing to travel because they do not have a viable alternative. While there is a strong interest in the SLP boroughs in thinking about how we start to help people move from cars as the first or potentially only choice into other modes, the potential to look at more radical options, even to think about looking at some of the stick options and what you might do with more rigorous parking policies or other levies or taxes, is just not there if you do not have an alternative for people to use. What we cannot be doing is cutting people off even further.

The single most important thing, therefore, for us is about addressing some of the public transport deficit that we are facing at the moment. Until we can start to do that, you are going to be limited. The Mayor's 80%



modal shift target, which as an aspiration we would completely support, is not deliverable without a radical improvement in public transport in south London.

**Gareth Bacon AM:** What would you see that as needing to be? When people talk about that, they think about just putting a few more buses on. Personally, I do not think that that is going to do to it.

**Sarah Sturrock (South London Partnership):** No. That is why the major new rail infrastructure like Crossrail 2, the improvements to the Brighton Main Line to make sure that that line is really working well, the metroisation agenda and the tram and some of that solid infrastructure needs to be done. The buses are then a really important part of the public transport option in south London but what we cannot be doing is have an hour-and-a-half bus journey option or a three-changes bus journey option to get to wherever it is. If we can think of the heavy and light rail-based infrastructure as being the skeleton of it, then in a way we need to be thinking about how the buses can be the means that fan out the opportunities for people to get to that or to get to services.

**Gareth Bacon AM:** That is going to take significant levels of investment.

**Sarah Sturrock (South London Partnership):** Yes. It is a long-term thing and we are arguing that we need to be getting significant investment into public transport in south London to enable both those environmental and those social benefits of walking and cycling to really be rolled out at scale and to affect a large number of people and to enable us to support the economy, the jobs and the homes that south London needs as well.

**Gareth Bacon AM:** Thank you. Thanks very much, Chair.

**Florence Eshalomi AM (Chair):** Thank you. Assembly Member Bailey?

**Shaun Bailey AM:** Almost to pick up on that, the challenge in many parts of London is the first mile, not so much the last mile in one sense, because once you get in you are in and walking becomes much more of a useful issue. What kind of work is being done to encourage people to deal with the first mile? For instance, people riding out in Havering own cars because the idea is that they are not just going in and out of London but have to exist in a circle around where they live. This idea that if you build on a hub they can just travel in is great if they work there, but what else is being done?

Joe, you talked about walking. I wonder. Is anybody encouraging people to walk? Is anybody planning to construct places that make walking viable? Are we having bike parking everywhere in the borough so that it is an issue? What work and studies are being done to facilitate that change?

**Joe Irvin (Living Streets):** Would you like me to just start and answer that? I said earlier that outer London is a bit more like the rest of country. Something that is happening in the rest of England at the moment in the cities is - a horrible clunky phrase that probably only the DfT could dream up - Local Cycling and Walking Infrastructure Plans. It is basically planning out where people are walking and cycling at the moment, where they want to get to and, if you did have some investment, what you would do about it. Greater Manchester, [Mayor] Andy Street in the West Midlands and all these big cities are doing this.

London is not doing it because it does not get the support from the DfT in the same way and so it is not doing it in the same way, but it is an approach that you could start to use. I would not use it in outer London as a whole because it is too big and too different. I would perhaps go area by area - maybe a bit more than a



borough, but more like southwest London and southeast or something like that – and try to work out some of that planning from the start.

I agree that people don't drive because they are evil. I never thought that they did. If you give people an alternative, often they will do something different, but the truth is that we cannot go on as we are. In the 1970s we had 20 million cars in this country. We now have 38 million and so of course we are going to have congestion and of course we are going to have parking problems. We cannot go on in cities that have limited infrastructure and so we have to find new ways of doing things. As I say, that might be a good approach to learn from other cities and bring to London. In a lot of ways London is way ahead of other cities but perhaps this is one way it could learn from Manchester and the West Midlands.

**Shaun Bailey AM:** The challenge often is going across your own borough. I can get here far more easily than I can get to many places that are physically much closer. That is why people are holding onto their cars. I still have not heard – it is not a criticism – how we solve that first mile because your family life is not viable if you cannot get to the station at a particular time. The kids are in one place, the station another place. That is the challenge, is it not?

**Joe Irvin (Living Streets):** You may not get rid of your car but there might be some journeys you could do. As we have said, there are 1 million journeys that are walkable. That is not all journeys. It is the minority but it is sizeable and would probably make a big difference to congestion, let alone environment and health, the other reasons for doing it.

Particularly those cross journeys are very interesting but also winning people over and getting people thinking about it. Andy Street, Mayor of the West Midlands, has a scheme where he is offering people money if they give up their cars. He will give them a chunk of money that they can use for a public transport pass. It is a really interesting idea and --

**Shaun Bailey AM:** It sounds expensive, though.

**Joe Irvin (Living Streets):** Yes. We will see how many people take it up. If you give up your car, you will get a chunk of money, several thousand pounds, to use for alternatives. It will be interesting to see how that goes. It is quite a drastic way of doing it, but of course that only works if you have the public transport that works as well, which he is also trying to invest in.

**Shaun Bailey AM:** Chair, thank you.

**Florence Eshalomi AM (Chair):** Paul, you wanted to come in quickly? Then I will bring in Assembly Member Pidgeon.

**Paul Goulden (Age UK London):** Yes, just very quickly. Breaking the habit of car use and encouraging walking is something that we at Age UK London have been doing in the City of London. We are looking at a bid to encourage partner walks in four boroughs around London. What we found with older people is that if you turn around and say, "Do this because it is good for you or because it is good for the environment", it is not going to work. What you need to do is a project whereby you say, "Let us get together as a group and go and see this museum or this theatre or whatever". By making it social and by making another reason for doing it, you get people together and they go and have a good time. Tea and cake tends to be involved quite a bit, but that is fine. It does not matter because what you are doing is giving them another reason to do something that they enjoy.



The aim is that by doing that on a regular basis, it then feeds out. If they do that regularly instead of using their car or whatever, they will be more encouraged to walk that extra mile to the shops or wherever. It is getting them back in the habit of walking and breaking down some of those fears. We have talked about the pavements already. By encouraging it in a social context, you build the confidence for other journeys as well.

**Shaun Bailey AM:** Thank you.

**Florence Eshalomi AM (Chair):** Assembly Member Pidgeon?

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes. My question specifically was to you, Paul, because several times this morning you have asserted that older people just use the car. I appreciate that we have talked about outer London and I absolutely understand some of those examples of journeys that Assembly Member Bacon has described, but what is your evidence base for that? Anecdotally, I know lots of people in inner and central London particularly who do not own a car now. The Freedom Pass is the best thing ever and they have time on their hands some of the time and so they are very happy using public transport. It is a social thing as well. Do you have an actual evidence base on that and what is that from?

**Paul Goulden (Age UK London):** I was talking specifically about outer London with that and so that does clarify that.

**Caroline Pidgeon MBE AM (Deputy Chair):** All right. That clarifies it, then.

**Paul Goulden (Age UK London):** No, certainly from the feedback that we have had, the Freedom Pass is enormously valued as being a way of getting older people around London and accessing not only the services they need but the things they want to enjoy as well. Car use is specifically around --

**Caroline Pidgeon MBE AM (Deputy Chair):** Outer London. That is fine, I understand that, but if you were saying it generally for London that does not reflect anything I have ever seen. Thank you.

**Florence Eshalomi AM (Chair):** Thank you. We are going to move on quickly to our second part of questioning. To remind members and our guests in terms of response, you have about 20 or 25 minutes for this session. Assembly Member Pigeon.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK, we will do this at pace. In the coming years, what do you think are going to be the big changes in how people move around the city? Obviously part of that is going to be technology. What benefits and challenges do you think new technology could provide for how people move around London? I am going to start this end with Diarmid.

**Diarmid Swainson (Central London Forward):** Yes, certainly. A lot of this is within our hands, is it not? There are a lot of things about the decisions we take now that will dictate a lot of these things: things around how radical we want to be about commercial traffic, as I mentioned earlier, about the things we want to see in terms of central London in particular. There will of course be things to do with the development of electronic vehicles and the increases with that.

It comes back in my mind, and certainly in the mind of the work we have done in Central London Forward, about what all those things can lead to, potentially some quite negative things. An electronic car is still a car on the streets causing some congestion and not necessarily moving. We need to think about how we want to



move people around in central London and to central London in a way that makes it a liveable place to be that is sustainable going forward. I would hope to see that we get to a place where there is generally less traffic in central London, of all kinds, because it will make central London a more pleasant place to be. It will make businesses better because they will be able to pitch themselves as a better place to live and work than they are currently able to do in some cases. We will see a generally more liveable experience within central London across the whole of our 12 boroughs. That is not to be anti-technology. Electric vehicles are very important and things around drone deliveries and all those kinds of things will be significant in reducing the massive air pollution problems we face but I still think that the fundamentals are about how we transition the centre of London into a place where walking, cycling and people moving outside of vehicles is the priority.

**Caroline Pidgeon MBE AM (Deputy Chair):** You see it as there will be more people walking and cycling in that central zone because the environment will have changed?

**Diarmid Swainson (Central London Forward):** Yes. Nothing in our recent economic history would suggest that we are not continuing to get more centralised as an economy within London and within the southeast. Equally, any shift to try to stop that happening would be detrimental to the UK economy as a whole. There is a danger that we do things accidentally that we make that growth abate or in some way not continue, or decline. That would be a bad thing for London, that would be a bad thing for the UK as a whole. We need central London to continue to prosper, both for the country and for London. What we need more than that is to make it a place that people are able to and want to live in and, across central London, everyone can take part in.

This comes back to one thing, which is around the network of things around outer London. Absolutely we would massively support that. This is about the routes that people can get on to the transport links that bring them into central London for social, cultural and economic good. It is a thing that we should all be massively supporting and we do in Central London Forward.

**Caroline Pidgeon MBE AM (Deputy Chair):** Paul, how do you see the big changes in how people move around the city?

**Paul Goulden (Age UK London):** Driverless cars represent a huge opportunity. Again it is about getting older people from their door to where they want to go rather than relying on the other modes. There are issues with driverless cars that have been touched on as well. In terms of technology we have been doing some work with TfL on their new buses, and the quiet buses in particular and the issues that older people might have with hearing impairments or whatever. How safe are they going to be? We are working with TfL on that.

One of the big areas that does need looking at, but there is some encouraging stuff, is on journey planning. There are quite a lot of apps around at the moment whereby you can plan your journey across London. I mentioned earlier about do not think older people are one homogenous group who do not use smartphones, because they do, quite clearly. The accessibility of them, the usability of some of the apps is a little suspect in some cases. If we are looking at a technological solution whereby someone is wanting to get from A to B and they want it to be as convenient - we have used that word earlier - and smooth as possible, then there is a real gap there in getting older people to plan those journeys properly and to know that if the app says this bus is turning up in three minutes, that it does turn up in three minutes. That whole connectivity there with the apps and what is happening in reality is a challenge but a huge opportunity as well.

**Caroline Pidgeon MBE AM (Deputy Chair):** Sarah.



**Sarah Sturrock (South London Partnership):** I have to say the information side of things is definitely fairly high up on my list. I am also interested in – and this is about us being open to and exploring – how the development of digitisation and technology is leading to that mass customisation approach. It is how does everybody get a much more tailored approach, whereas we have been generally been thinking about public traffic as a one size fits all and you fit yourself into it, things like the on-demand services, what the impacts are, as well as some of the impacts already pushing through. Some of the bike schemes and so on in outer London that have been trialling and how do those work through. How do some of these advantages and scene shifters play out is quite a big question. I suspect the answer for the city and for boroughs as a whole is how do we keep on our toes about that and explore and be open to opportunities but also be thinking about what is working for the full range of citizens at the same time.

The other bit that we are very conscious of in terms of the technology side is not the technology for transport bit but the impact of technology on the way we are living our lives more generally anyway. Although I completely agree with Diarmid that London is always going to be a very centralised economy, and that is one of our strengths as a world city, the evidence of changing transport fares and transport journeys and the fact that we do not all travel to the same place every for work and do 9.00am to 5.00pm and then travel home again but people sometimes work from home or work from different places is starting to make quite a shift. How do we think, therefore, about people not just having to think about London as a radial city? Assembly Member Bailey was raising the question about how we are not all trying to get into central London. Some people do but some people do not. 54% of the workforce in the SLP boroughs lives within the SLP boroughs and 39% of that workforce is commuting by car because of the trouble of getting orbitally.

On the technology side there is already quite a significant amount of people working locally, but how we make sure that the technology changes that are leading us to live our lives where we may be basing ourselves in different places locally, how do we get the transport to support that becomes quite an interesting thing. How does transport support our changing life patterns?

**Caroline Pidgeon MBE AM (Deputy Chair):** That is very helpful. I did mean to say earlier to you, Sarah, you might want to look at the rail report we produced last year in our bus route planning report, because it absolutely supports some of the work that you are talking about from the SLP. Joe.

**Joe Irvin (Living Streets):** Yes. Thinking about the technology, even for the simple act of walking technology could be useful. Local authorities do not tend to count people moving in their count traffic. Ways of doing that more cheaply and accurately would be good. Things like pedestrian-responsive crossings, things like Split Cycle Offset Optimisation Technique for pedestrians so that when there are a lot of pedestrians coming you get more time on a green light and those sorts of things, and also Wayfinding. There are lots of ways that technology can help in that way.

Thinking about the bigger picture and motor vehicles, the one thing that is predictable is that we cannot predict how it is going to work out, all of this technology. I do feel that we would be very limited if the most we thought we could do with this technology is have a driverless supercar. That will not solve congestion, it will not solve many of the problems. It will displace some problems and the limited amount of more efficiency on the road that you get will probably be counterbalanced by greater use. That is the Uber experience. Therefore, applying some of these things to public transport is the way forward. At one time when I was a kid everybody was going to be driving a Clive Sinclair pod and for a year or two that is what seemed was going to happen. Tomorrow's World told us that and it did not quite work out like that, but the technology was used for other things and came out in other ways. That is what we have to do. The job of the public authority is to



allow some of that stuff to happen and allow the benefits of that to be felt but also to regulate it in a way that you do not have massive unintended consequences.

**Caroline Pidgeon MBE AM (Deputy Chair):** We have already talking about increasing capacity on the network, and Sarah has particularly talked about the need for that across south London boroughs, but to what extent do you think overcrowding on the network could be addressed by encouraging people to travel differently? Linked to that is do we need to look at the fares and ticketing to better reflect how people use the transport network and how people live their lives today? Who would like to start with that?

**Diarmid Swainson (Central London Forward):** I can come in at this stage. Overcrowding is a huge issue, as we mentioned earlier. I think that new capacity would be a significant contribution towards that. There will always be a contribution that can be made from people taking alternative routes and that would be something that would be beneficial, but for the central London economy the numbers of people moving in from large distances will always require public transport, and mass public transport, in large numbers. There is always a point where we can do more with the network we have, with different forms of buses, different forms of the layout within trains and Tube trains in particular, and the work to extend and develop the network would always be beneficial.

In terms of the thing around fares and the distribution of those things, it comes back to my comment at the start around making sure that we do that in a way that does not exclude anyone from accessing those opportunities across London. It would be beneficial to look at the structuring of fares and how we are incentivising and also encouraging different modes of transport and different times of transport, but there is a real risk that if we do not do that with some intelligent looking again at the range and spread of discounts and fare discounting across the piece, we could accidentally exclude large numbers of people from opportunities that will benefit them in central London across the piece.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK, but you could have things like reduced fares, early-bird fares, to try to encourage more people to get the trains and Tubes a bit earlier, to help at peak times.

**Diarmid Swainson (Central London Forward):** Yes, absolutely.

**Caroline Pidgeon MBE AM (Deputy Chair):** Is that the sort of thing that you would generally support?

**Diarmid Swainson (Central London Forward):** Yes, definitely we would look at those things. There is a sense in which if you can couple those with some things that look at the people who are excluded from our economy at the moment and do the two at the same time, that would be massively beneficial.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you. Does anyone else want to comment on that question?

**Joe Irvin (Living Streets):** Very quickly, that must be true about public transport and ticketing. People are changing, partly through technology, the way they act. Maybe one of the reasons the number of journeys has dropped is people not working five days a week, maybe working one day a week at home. It is not a terrible thing. The thing that is missing, that we mentioned, is the possibility of using the technology for a more sophisticated way of charging people per mile rather than congestion charging and Uber and all of that. If we could perhaps work towards, as has been suggested, a more sophisticated way of doing it, we would not necessarily have to charge more but would be more clear about what it is incentivising and what it is not, that might be part of the use of technology as well.



**Caroline Pidgeon MBE AM (Deputy Chair):** Paul, do you have anything on this you want to add?

**Paul Goulden (Age UK London):** One of the things that we know is on the way is there are going to be more older people working longer, either because they have to or because they want to. Those people are still going to want to come into central London. You are absolutely right that if there are ways of making the ticketing more flexible so that it accommodates them if they do come in earlier or go home later, that can only be good, but we will see the number of older workers in London increasing over the coming years, which is only going to increase overcrowding unless something is done. More flexibility on the use of the type of tickets will be very welcome. There is the over-60s Oyster card that is in place.

**Caroline Pidgeon MBE AM (Deputy Chair):** 60-plus, yes.

**Paul Goulden (Age UK London):** That is very well used and we know people value that. Is there something around increasing the use of that? We know that that is going to be an increased group of people who are going to want to come into London.

**Caroline Pidgeon MBE AM (Deputy Chair):** Lovely. Thank you very much.

**Florence Eshalomi AM (Chair):** Thank you. Assembly Member Kurten will ask some questions.

**David Kurten AM:** Good morning. A lot of the things I would like to talk about in terms of the Mayor's Transport Strategy are things that you have already covered to some extent. There is overcrowding, there is population increase, people are changing the patterns in which they work, there is maybe demographic change and so on. I am sure you are familiar the Mayor's Transport Strategy and there are lots of specific things and general things in there. Which of the aspects and strategies in the Mayor's Transport Strategy do you think need to be prioritised so that London's transport system delivers for Londoners over the next 20 years? You have specific things like Crossrail, the Bakerloo line, the Sutton Tramlink extension, you have electric charging points, you have walking and cycling, all those kinds of things, but which ones do you think would be the biggest priorities that you would like to see implemented?

**Paul Goulden (Age UK London):** Certainly making Tubes more step-free. The step-free access for Tubes is vital. I know there is work happening with that. It has been bumped back slightly, but step-free access is something that is a barrier to older people using the Tubes and trains more. I am not sure if these are linked into the Mayor's Transport Strategy. Adoption of the White Hart Lane age-friendly guidelines on transport into the Mayor's Strategy would be great. You have the age-friendly London Plan that sits over here. How is that being linked up to the Mayor's Transport Strategy? I am not entirely sure, but there needs to be a link across there.

I would want to look at the information that comes out. Some of the things that we have talked about earlier: people taking their habitual journeys. How do we engage with older people and the wider public in London to make sure they have the information that they can take the most appropriate journey that might address some of the overcrowding issues? You very much talked about habit. How do we get people out of the habit and is it the most appropriate journey?

The other thing I want to pick up on, and again I am not sure if this is in the Mayor's Strategy, I talked very much earlier on about the links between people who need services and the transport to get them to those services. The Mayor has done a lot of work on social prescribing within London and rolling that out, advising



boroughs on how they are dealing with it. I would see transport as being a social care issue in that context. It is a vital part of getting people to the services they need. If that is being joined up, that will help older people as well. Linking transport specifically within social prescribing projects across London – and the Mayor has been pushing very heavily on social prescribing – for me would be a key way of addressing the transport needs of older people within London.

**David Kurten AM:** Thank you. Anyone else?

**Sarah Sturrock (South London Partnership):** For us the priorities are some of the major infrastructure projects that we have talked about and the service improvement and expansion projects that we have talked about, because they are critical to unlocking the potential for homes and jobs in south London. I have been through the list of those: Crossrail, the Sutton Tramlink, the metroisation agenda and making sure that Brighton Mainland has the improvements there so that it can function effectively are absolutely critical.

As colleagues here have drawn out quite clearly, we have to think about the infrastructure but then also how do we actually facilitate the connectivity. The shift that we are keen to start to see as well is that transport planning shifts from being how do bits of kit get managed to how do we think about the journeys people are needing and wanting to do how do we help them to move around and to contribute the economy and live their lives and fulfil their potential. That bit of the transport-planning shift is the bit we are interested in as well but it has to be the major infrastructure projects. At the end of the day, a transport authority has to be there to deliver because they are the things that nobody else can do.

**Joe Irvin (Living Streets):** If I could add to that, I would say the overall big thing is to plan to deliver it. If you can do the figures, it can calculate the figures from the Mayor's Transport Strategy to see how many more journeys will need to be happening by public transport or walking and cycling and how many fewer journeys by private motor vehicle and then you have to plan for that. If I can be a bit controversial, perhaps, for example, building a new tunnel that is going to be a road-based tunnel to Silvertown is not going to help with those figures. You have to start to plan and, when you are making interventions, say, "This is the end goal we want to get to, we are anticipating a reduction in the amount of traffic in these areas" and plan towards that. We are planning for an increase in the number of public transport journeys in this area, and you have to have the capacity to do it, you have to make it attractive, you have to do all those things – for example smart ticketing, which Caroline Pigeon [MBE AM] was talking about – to make those happen.

Then specifically on walking, I would say concentrate on places rather than thinking of streets just as a place to get from A to B. Think of them as places; all that stuff around liveable neighbourhoods, mini Hollands. The stuff that was going on in Oxford Street has to be a priority, where people live. In central London a central walking network would be quite easy to achieve and that is one of the objectives in the Walking Action Plan.

Two final things. One is a concerted effort on walk to school particularly in outer London because there is potential there. Lots of those short journeys are on the school run and they cause a lot of congestion because of the time of day that they are happening. If you could work on that, that would be a really good thing. Finally, safer streets. Speeds, the stuff that has been going on on slower speeds and the work at junctions that are problematic from a safety point of view are the areas to concentrate on for walking.

**Diarmid Swainson (Central London Forward):** In terms of the larger-scale piece of work I absolutely agree with what Sarah was saying. For us it would be around Crossrail 2 and the Bakerloo line extension being two key pieces of infrastructure we would like to see developed and taken forward that will support the economy and people in central London more widely.



On a more medium- and short-term scale, a key thing for us would be an accelerated delivery of the low-emission bus network and the low-emission buses across central London to tackle some of our air-quality issues and also more Low Emission Zones within central London to try to tackle some of those particular pockets. I do, however, support much of what has been already said across the panel. There are a lot of things we can already do and we need to both tackle the key large infrastructure projects, which will go on for many years into the future, alongside these things we can do over the next three or four or five years to make a real difference.

**David Kurten AM:** Thank you.

**Florence Eshalomi AM (Chair):** Thank you all very much to our guests this morning. You have provided us with some additional areas that we will definitely be looking into in a lot more detail and following up with TfL and a range of different boroughs. I thank our guests for this morning's discussions.



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## London Assembly Transport Committee – 11 September 2019

### Transcript of Item 6 - London's Transport Now and in the Future - Panel 2

**Florence Eshalomi AM (Chair):** Good morning, everybody. I welcome our two new guests to the second part of our meeting. We have Heidi Alexander, the Deputy Mayor for Transport, and we have Michael Liebreich, who is a former Board member for Transport for London (TfL) from 2012 through to 2018. In this second part of the meeting we are going to be looking in a bit more detail at tram and business safety and specifically the Croydon tram derailment. Members will remember that on 9 November 2016 there was a tram derailment in Sandilands in Croydon, in which tragically seven people lost their lives and 62 people were injured. Michael has been in touch with me as Chair and most of you as Committee Members with some additional information following his time as a TfL Board member, where he feels that there were some issues that TfL maybe did not report on enough.

Michael raised a number of issues around accountability, transparency, sharing information and the Rail Accident Investigation Branch (RAIB) report as well. We are going to take this session to delve into some of that in a bit more detail. I will start with the questions. Michael, could you expand on the issues you have raised with TfL in relation to the Croydon tram crash?

**Michael Liebreich (former Board Member, Transport for London):** First of all, let me say that in general the TfL's response has been very good to what is an incredibly tragic situation, tragic accident. It was one that consumed a lot of the business of the Safety, Sustainability and Human Resources (SSHR) Panel during 2017, quite correctly. My role as Chair of that panel was probably to get across quite a lot of the detail, more than most, or certainly more than most of the other Board members. As I say, most of the operational responses were very appropriate but there was one issue that started to concern us during the middle of 2017, which was the fatigue audit that was carried out, triggered by a separate incident; the last of a string of incidents in which fatigue appeared to be implicated. The way that that fatigue audit was handled did not live up to the standards of the rest of TfL's response and it caused quite a lot of concern for me. It raised questions of how was the audit conducted - in terms of was it robust, who was involved in that audit, what was the interaction with the part of FirstGroup that was being audited, was that interaction robust and how was the resulting audit handled? There is a whole series of questions that opened up, starting around the middle of 2017.

It began and started with the very simple thing of saying there is a fatigue audit and an executive - and his name is going to come up, I am sure - Leon Daniels [Managing Director of Surface Transport, TfL], coming to the SSHR Panel and saying that this audit raised no cause for concern. The flag that that raised in my mind was if you have a whole string of apparently fatigue-related issues, how come there is no cause for concern? It is very unusual for an audit to raise no cause for concern, so I and the other panellists felt that we wanted to see the audit. It took a long time for us to see it, quite an unusual length of time. When we did see it, it did raise causes for concern. We now know that it was filed as requiring improvement.

**Florence Eshalomi AM (Chair):** What was the timespan in terms of before you received that audit?

**Michael Liebreich (former Board Member, Transport for London):** In June [2017] we were told that there was the audit taking place and the fieldwork was done in June. At that point we did not know what it would say but I wanted to see a copy of it because it was already raising flags. We then had another meeting in September [2017] where we were given an update but the report had not yet appeared, but it was discussed because fatigue at that point had become quite clearly one of the threads of the investigation. The discussion



was, “We need to see it and it needs to be dealt with appropriately” in terms of the investigations that were ongoing at that point: RAIB, Office for Rail and Road (ORR), British Transport Police (BTP) and the SNC-Lavalin line.

When it came to the November 2018 SSHR meeting, we had seen that report and it was, I believe, pretty shocking. It was: “requires improvement”, which is the second worst of the categories that it could have had; although we now learn that that conclusion had been removed from the actual report. The discussion was, led by me, “Clearly we need to publish.” We had started that discussion in September [2017 or 2018]?. The response from management was, “No, you cannot publish because there are these ongoing inquiries”, which is entirely appropriate, but the response from me and the other panel members was, “In that case it has to be sent to the inquiries.” That was quite clear. Not minuted, which I regret, but a clear discussion that I am sure the other Board members on that panel will remember, saying it clearly has to be sent.

It was discussed in June [2017 or 2018]?. ], we talked about it again in September [2017 or 2018]?. and said this is clearly going to be a key piece and it needs to be dealt with appropriately and become part of the inquiries, then in November [2018] it has to be sent. Then it was only in January [2019], after we had seen the RAIB report, the draft that appeared in December [2018] -- in the next SSHR meeting I was very surprised to see that of all the evidence that was cited in that RAIB report, this fatigue audit, which we must remember is probably the best body of information about the fatigue management processes at TOL, the bit of FirstGroup that was running the tram, is this detailed piece of work, undertaken by professional auditors, does not appear in the RAIB report. It was only after I asked for confirmation that they had received it that it became clear that it had not been sent.

There followed this whole period of me saying, “We need to know the reasons” and the Mayor agreeing. You have the letter that I wrote to the Mayor. That pretty much lays out what I said in the Board meeting in May 2018, the Mayor’s response saying that he agreed that the questions were appropriate and that they needed to have answers. That was turned into a request for a chronology, which is not an explanation. The chronology that was then published in July [2018] and then [followed] a steady stream of freedom of information requests (FOIs) and mayoral questions. Caroline [Pigeon MBE AM] has been asking questions. Keith [Prince AM] has been asking questions. It became absolutely clear that there was no desire and no commitment to deliver transparency on exactly why did this report not get sent in a timely way.

Then in February I said, “OK, I have to step in here, I have committed to the families.” The widow of one of the victims came to an SSHR Panel early in 2017 and I committed to doing everything in my power to make sure that the lessons were learned. In February of this year I decided I cannot drop it. Even though I am now no longer on the Board, I have to do what I can to make sure that the appropriate transparency is achieved. Of course, since then we have seen that the audit was changed in discussions with TOL and all sorts. I am getting more and more questions rather than fewer and fewer and I find that quite disturbing.

**Florence Eshalomi AM (Chair):** Can I clarify that the fatigue report was then shared by TfL on 12 February 2018?

**Michael Liebreich (former Board Member, Transport for London):** It was shared, yes, yes.

**Florence Eshalomi AM (Chair):** Yes, eventually. Deputy Mayor, is there anything you want to add to that and would you like to respond to anything that Michael has raised?

**Heidi Alexander (Deputy Mayor for Transport):** Yes, I would like to say a few things in response to that. Obviously my involvement in this dates from me becoming the Deputy Mayor last June and I did not have real-time interaction with the sequence of events that Michael describes in 2017. Some of the things that Michael has said I agree with. I understand that he did ask at the November [2018] meeting of the SSHR Panel for the



fatigue audit that was commissioned following the separate incident. It was not an investigation into Sandilands itself but was about fatigue management generally. He asked for that report to be shared with the investigating bodies in November [2018]. That was not minuted, as Michael has said. We would agree it should have been minuted. As a result of that it was not then on the live actions list for TfL officers to be checking off and making sure that they had complied with the actions of that meeting.

When Michael quite rightly followed up on this in January [2019] again and asked has this fatigue audit been sent, it is my understanding that the then Director of Health and Safety, Jill Collis, said, "I believe it has but let me go back and check". In hindsight it probably would have been better if she had said, "I don't know", because when she went back to check she discovered that the report had not been shared with the investigating authorities. As I understand it, she phoned you immediately at that point, apologised for that and said, "We will be sharing the report." That was then done.

When Michael asked further questions about the sequence of events at that May Board meeting in 2018 - which was a couple of weeks before I started in the role but I was present, not as a Board member, to observe proceedings - it was agreed that a report would be circulated to the Board, which was published on 24 July [2019], setting out a very clear series of events about what has happened and why. As a normal matter of course, when audits are done, TfL would not normally share those audits with investigating bodies automatically. Since this sequence of events, procedures have been strengthened to ensure that if an audit has been conducted that had a material impact and could be of interest to investigating bodies, it is shared as a matter of course.

I know that Michael and others have called for an independent investigation into this, but having looked at a lot of the documents myself, as you would expect, speaking to senior members of staff at TfL about exactly what has happened, I am confident that a further independent investigation into this is not required. The report of 24 July 2018 is easily available. If you put 'trams fatigue audit' into Google, it will be the first thing, I can assure you, that will come up. TfL has been fully transparent about what has happened here. That is my understanding of what has gone on.

**Florence Eshalomi AM (Chair):** Thank you. Assembly Member Bacon.

**Gareth Bacon AM:** Thank you very much, Chair. I want to check a couple of dates. Michael asked for the fatigue audit -- the Committee asked to sight it in September [2018] and they eventually received it in November [2018]. Is that correct that that is what you said?

**Michael Liebreich (former Board Member, Transport for London):** It was published in September [2018]. It was published but it was published just after the SSHR meeting. A strange thing happens when you are on the Board of TfL that a lot of quite important reports get published just after Board meetings. We had discussed it in September and all agreed that it was a key piece of evidence that would give insight. It was important because there had been the Victoria Derbyshire programme and so on; there was a whole stream of fatigue-related incidents. We talked about fatigue at every panel meeting. Clearly this was going to be a body of evidence that was critical for us as SSHR Panel but also for the investigations.

**Gareth Bacon AM:** To run through the other data I have scribbled down while you were both speaking, it was in January that you saw the draft RAIB report and it was not until February --

**Michael Liebreich (former Board Member, Transport for London):** There was an immediate RAIB report that came out in November 2016, straight after the accident. It was updated in February 2017. Interestingly enough, those two very early RAIB reports do not mention fatigue at all; there was some odd stuff going on there as well.



**Gareth Bacon AM:** That is what I am coming to.

**Michael Liebreich (former Board Member, Transport for London):** The final RAIB report -- the first time I saw a full report would have been December [2018] but we did not manage to have an SSHR meeting because of scheduling and, to be honest, we did not want to have an SSHR meeting around Christmas, given that this was the second Christmas that the victims would have not had their families.

**Gareth Bacon AM:** I understand. I am a relative newbie to this committee and I am not across the detail quite so much; bear with me both of you, please. The RAIB report did not have reference to the fatigue report. You picked it up and you approached the RAIB directly and asked, "Have you seen this?" They had not.

**Michael Liebreich (former Board Member, Transport for London):** I did not approach them directly.

**Gareth Bacon AM:** You did not?

**Michael Liebreich (former Board Member, Transport for London):** No, because in the SSHR I asked management to confirm that it had been sent. I believe somebody else had already asked them. There is a blogosphere that is following this in great detail.

**Gareth Bacon AM:** OK. The summary of what I have is that there had been a succession of committee meetings that you had been chairing.

**Michael Liebreich (former Board Member, Transport for London):** Yes.

**Gareth Bacon AM:** The issue of fatigue had been raised repeatedly. The RAIB report was published and did not mention it and they clearly had not seen it. The Deputy Mayor, when she was answering the question, gave a reason for that, which is that it had not been minuted at the meeting. My understanding, and this is where I am sketchy on the detail because I was not on the Committee at the time, is that the primary suspicion of the cause of the accident was driver fatigue. It seems to me, therefore, if I am right about that, that it is absolutely incredible that the fatigue report that had been done would not have been forwarded to the people doing an investigation into this crash simply because it had not been minuted at the meeting.

**Michael Liebreich (former Board Member, Transport for London):** Technically, if you look at the RAIB report and even when they updated it afterwards, they said -- it was very interesting - although they did not think of fatigue as a cause, they nevertheless made a recommendation for TOL and FirstGroup to improve their fatigue processes. However, the SNC-Lavalin report, which was undertaken for TfL, which frankly is the better report, says that there are two causative channels. One is that the driver lost spatial awareness, and the other was that the driver was incapacitated, most likely through -- incapacitated as in fell asleep. The SNC-Lavalin report does say that it is one of two possible causes.

I also want to be able to come back on some of the terminology used about the Board briefing. You say it was an explanation, it is a full explanation. It is not an explanation because the fact is we have had the head of the Health and Safety Executive (HSE), who came to this panel in May, who said -- the story has always been human error, human error and now we know it is something to do with the minutes. The first thing is all of the action points relating to Sandilands in those minutes - maybe not quite all but the vast majority - were not assigned to anybody from HSE, they were assigned to Leon Daniels.

We need to talk also about going on in parallel with this I was raising concerns very privately with the Commissioner about conflict of interest of a senior executive in the line management of the tram being involved in the public relations, in the investigations, in the interaction of the investigating bodies. I did not



think that was appropriate and I raised it and it was dismissed out of hand. That person getting the action points that we talk about are being routed apparently -- and we do not know because we do not have access to the secretariat notes following that meeting. We do not know who was taking action points and how they were divided up.

Therefore, the line that we have had so far has been human error, which is not an explanation. Human error is a categorisation. The 24 July 2018 report that purported to explain this did not say which human. When the head of HSE came here in May [??] to talk about this incident, she said something very interesting. She said, sitting probably in this very chair, that the responsibility to send out IA 17780 had fallen between people. I am sorry but it is really important. It could not be more important to know which people, who was supposed to send it, particularly when there is this background of a Board member -- and by the way not just me. Other Board members. We had a discussion about the propriety of the handling of this potential conflict of interest. In that situation, not to know which human was going to send it and who thought who was going to send it --. In that Board briefing note there is no evidence of any actual investigation. What we found out afterwards was there was an email from another senior executive at TfL asking the General Counsel whether he was choreographing the response. I do not think that is appropriate.

I did not spend all my time on that Board, going through that process and expect to have responses to me choreographed. I expected them to be investigated and answers given. I am sitting here still, two years later, two years after raising those concerns, and I do not think we have the answers. I have a whole list of questions. I have 20 questions and, as I say, we seem to be getting more not fewer questions when we see what happened between the drafts of that report.

**Gareth Bacon AM:** Chair, some of this is going to be on the section that I am going to take a bit later on. For the sake of the integrity of the meeting, I will pause at this point and pick up later.

**Florence Eshalomi AM (Chair):** Thank you.

**Heidi Alexander (Deputy Mayor for Transport):** Can I respond to the point Michael makes about the word "choreography" that he has seen in an email? Michael has also seen the response that the General Counsel, Howard Carter, sent to that email. What this relates to is the discussion that took place between TfL officers, John Fox and Howard Carter as General Counsel, before that report was published for the Board, because Michael had emailed and there was a discussion to make sure that comments were addressed in that Board report; that that would then be cleared within TfL; that that report would be shown to me as the Deputy Chair of TfL, which is par for the course with Board papers that are published; and that that administrative sequence of steps would happen prior to that report being published. Nobody should read any form of conspiracy into the use of that word in that email. I am absolutely categorical and confident and in that statement.

**Florence Eshalomi AM (Chair):** Assembly Member Pigeon.

**Caroline Pidgeon MBE AM (Deputy Chair):** I want to pick up a couple of things on process on this audit report. At the meeting where you first instructed, Michael, that officers should send the fatigue report to the various investigating bodies, was the HSE manager there - the person who eventually did send it to them? Was that person sitting in the meeting?

**Michael Liebreich (former Board Member, Transport for London):** I am going to check my memory, which is not 100%. She was, I believe, at all of those meetings, quite appropriately. We were taking this very seriously. Therefore, yes, she would have been there.



**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, and Leon Daniels would have been there as well and others?

**Michael Liebreich (former Board Member, Transport for London):** Yes, yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Normally at meetings – I do not know how everyone works – if somebody says, “That report should be sent”, you do not just rely on the minutes. Often you make a note yourself. Do you find it surprising that between the Managing Director of Surface Transport, the HSE manager and others no one had made a note that they needed to send this report on?

**Michael Liebreich (former Board Member, Transport for London):** I would be hugely surprised if no note was taken, because the context was also that at the Board meeting but also at every single committee and panel, there are members of the secretariat who support the Board. They make copious notes. They sit there and they make notes. That is also relevant for the point about the word ‘choreography’. That may be an unfortunate word. I would have used ‘managing the process’ if I had been in that situation. The issue is not the use of the word, the issue is whether there was any investigation. In other words, the notes of the various participants in that meeting and their subsequent messaging on whatever system is used should have been investigated. That was what was required. Those notes probably still exist unless they have miraculously gone in a shredder. Who knows?

**Caroline Pidgeon MBE AM (Deputy Chair):** Can I ask you, as Chair of the Committee, were you sent draft minutes of meetings to sign off or was that done by the secretariat or officers --

**Michael Liebreich (former Board Member, Transport for London):** Yes, absolutely. We would see a draft. It would go to the Chair and the Deputy Chair, usually. It would go to -- I am trying to remember. I was either Deputy Chair or then Chair on that committee. I am trying to think of the other committee I was on, the finance committee, whether I always saw drafts or whether those were handled by Chair or Deputy Chair.

**Caroline Pidgeon MBE AM (Deputy Chair):** You did not, as Chair --

**Michael Liebreich (former Board Member, Transport for London):** As Chair I absolutely saw, yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Therefore, you yourself also missed it. I am thinking when I sit at meetings when I am chairing I often note things and check with the team afterwards, when we write to TfL with a long list, that it has been picked it up.

**Michael Liebreich (former Board Member, Transport for London):** It was very extraordinary that this was not sent, it never crossed -- how would it cross your mind to check something as basic as sending this piece of information? Because we were talking about lots of different things and there were lots of points to follow up and so on. This did not seem like -- it was not as if there was a huge fuss made over it, it was not contentious, there was nobody saying we should not send it and it did not get minuted.

**Caroline Pidgeon MBE AM (Deputy Chair):** It slipped by, yes.

**Michael Liebreich (former Board Member, Transport for London):** Of course I hugely regret not noticing that, as I regret other things not being correctly minuted that I now notice.

**Caroline Pidgeon MBE AM (Deputy Chair):** OK, that is really helpful. Heidi, you wanted to come in there?

**Heidi Alexander (Deputy Mayor for Transport):** Partly the point I want to make is the line of questioning that you have just pursued there. Michael, it is my understanding that you and the members of the SSHR



Panel would have signed off the minutes from that November [??] meeting, and you did not ask for anything additional to be added on this specific issue. Is that correct?

**Michael Liebreich (former Board Member, Transport for London):** That is absolutely correct and a great regret.

**Caroline Pidgeon MBE AM (Deputy Chair):** The other thing I wanted to ask, and this is a process thing for you, Heidi, is how happy are you with the general internal audit process at TfL and how documents from initial drafts to final draft end up being changed significantly? This is all reminiscent of the Garden Bridge, quite frankly, where we were sent an audit report and then someone leaked to our Committee earlier drafts that had been more damning. We have now, thanks to the work of many people, managed to get hold of these internal audit reports and the drafts and the emails and it absolutely shows that the original one, very strongly here, says, "Audit conclusion requires improvement", right there on the front; but by the time it was published in March 2018 it had been significantly changed. Safety deficiencies that had been marked as a priorities were now "opportunities for improvement". TfL agreed to revise the draft after executives at TOL objected. It was too critical and contradicted a verbal assurance they had been given. I am not sure whether internal auditors should be giving any assurances to anyone about what would end up in a final report. What are you doing looking at that audit process? For us as lay Members, that is a serious concern.

**Heidi Alexander (Deputy Mayor for Transport):** My understanding is that TfL does not agree that that verbal assurance was given. I have gone through both the first version of the fatigue audit report and the final version, as you would expect me to. I have gone through every single bullet point in the executive summary to make sure that the issues that are being raised there were to be found in that final version and I have done a very thorough cross-check. They all are there. Therefore, I slightly disagree with your characterisation of this whole process, because substantively the recommendations and the findings of that audit have not been changed. There have been some minor revisions, some reordering. Clearly when an audit is done it is normal practice for the people conducting the audit to go back to those that they are auditing. The process of improving fatigue management in FirstGroup, as I understand it, was a continual journey from when Sandilands has happened.

I am not an expert in the world of audit and the "requires improvement" categorisation that was in the first compared to the last in terms of those two words, would it have been better with hindsight for those words to be in there? My view is probably yes but I understand that this was about a dialogue between TfL and FirstGroup about whether they were being audited against industry best practice or what they were contractually required to deliver.

The significant thing for me in all of this is the steps that FirstGroup has taken since all the investigations have been done into Sandilands, since this fatigue audit has been produced, to change the performance within trams on safety. If you look at what they have done - and I know this has been shared with the Committee in an earlier session but it is worth saying again - they have fitted --

**Florence Eshalomi AM (Chair):** We are going to come on to that later on, Deputy Mayor.

**Heidi Alexander (Deputy Mayor for Transport):** OK. There are a lot of steps that FirstGroup has taken to improve both the safety culture and performance; whether that has been reviewing rosters; whether it has been reducing the number of consecutive days that tram drivers can work; whether it is fitting the fatigue detection device in the seats of drivers; whether it has been making sure that all managers at FirstGroup who are running the trams have been trained in fatigue management. It is my understanding that the ORR has now written to the RAIB and said that it considers that the recommendations that the RAIB made about fatigue have now been implemented.



I am happy to speak at great length about these issues but I do think the important thing here is what steps have been taken to make sure that the tram network is as safe as possible and that never again will a tragedy like Sandilands occur.

**Caroline Pidgeon MBE AM (Deputy Chair):** We are not disputing that and we have been down and done a site visit and heard first hand some of the excellent work, and leading work, they are doing now in this area. However, clearly at this time there are issues. I am trying to get back to process. I know that is very dull but it is very important. What are you doing to review the internal audit process to assure yourself that this is the norm? For me, I do not think it is the norm in other organisations that you can -- managers, yes, they can factually correct. They cannot water down or change the narrative in something, water down the narrative around the conclusions of a report. That is what worried me. That is what happened on the Garden Bridge. In my view, we have seen it here. I accept what you are saying, that the recommendations are the same, but the narrative was softened, it was changed. I feel that is overstepping the mark and I would like to see you agree to do some work looking at audit and best practice to make sure that TfL is not acting in an inappropriate way.

**Heidi Alexander (Deputy Mayor for Transport):** One of the things that has happened in recent months in terms of the restructuring that has happened in TfL is that the Commissioner, Mike Brown, has appointed a new member of his Executive Committee as the Chief HSE Officer who reports directly to him. Lilli Matson is doing that work and I would be happy to take away from this session and have a discussion with her about reviewing internal audit processes.

I have to say, having looked at this and discussed it with officers, I do not at this current point in time feel worried or concerned about this. I think there are robust processes. As I also said earlier, following this sequence of events, when there is a live investigation being conducted by somebody like RAIB or ORR, the processes have changed within TfL now to ensure that the lead investigator automatically and proactively - instead of waiting for those investigating bodies to come to us - says, "Would this have a material impact on any other investigation" and goes to them. Therefore, it is not as if nobody has reflected upon what has happened in this process. TfL is an organisation that is willing to ask itself some difficult questions and that sits at the heart of a positive safety culture within an organisation. However, I would be happy to have that conversation with the new Chief HSE Officer and to come back to the Committee.

**Caroline Pidgeon MBE AM (Deputy Chair):** That would be helpful to show that you have addressed that particular issue. Both of you, in your views, what do you think are the most significant lessons arising from the RAIB and TfL investigations to improve tram safety going forward?

**Michael Liebreich (former Board Member, Transport for London):** I will answer that question but I have to come back to the audit process and we have to look at this. Seven months after Sandilands there is fieldwork for an audit and the conclusion is:

*"TOL's management of driver's hours of work, and the roster design do not consider fatigue risk factors [this is seven months after the fatal accident] or reference industry good practice. TOL's fatigue awareness training for managers and supervisors does not include factors that increase fatigue or how to recognise fatigue in others. TOL has no formal process for determining when a fatigue risk analysis should be carried out or reviewed."*

This is what they found seven months after the accident. These became then opportunities for improvement.

Apparently there is a discussion about, "Well, one should not hold them to the sorts of standards that would really deliver safety, that are in regulation 25 of the Railways and Other Guided Transport Systems (Safety) Regulations (ROGS 25) in the rail industry, because it is not in their contract". We can hear all this stuff about



how it is much better now. The issue is not: has stuff been done that improves it? It is: what is the transparency? How could it possibly be that that was still the situation seven months after an accident?

The second thing. A senior executive from TOL says - he is prepared to put it in an email - that he had been given an assurance that it was well-controlled, and without any investigation we are now supposed to believe that that simply did not happen because nobody has come forward and said that it happened.

We do know that there was involvement in an audit. You ask the question, "What is normal about an audit process?" I will tell you. What is normal is not a line executive responsible for a group or a division that has just had a catastrophic failure of some sort being involved in an audit. That is not normal, not in financial services and not in industry.

We know it happened because everybody is very open about it. Jill Collis, Head of Health, Safety and Environment (HSE) [TfL], came here and explained that when Leon [Daniels, former Managing Director of Surface Transport, TfL] came to my panel and said that there was no cause for concern, he was talking about interim findings. Why does he have access to interim findings? He is a line executive. He is not in Audit. Audit is Audit. It is like Compliance in a bank. Nobody should be involved in that process from the line executives until it comes up to the very senior level, reporting to the Board panels.

This is a completely not best practice audit approach that has been followed here. It is absolutely clear, and what worries me is that instead of saying, "Yes, it is clearly not best practice. There have been line executives talking to the press, there has been all sorts of stuff going on, it is clearly not best practice and we will fix it", what we get is, "No, I am convinced". I am afraid I am not convinced that this is --

**Caroline Pidgeon MBE AM (Deputy Chair):** I absolutely understand where you are coming from but the Deputy Mayor has agreed to go away and look at this and it may well be something --

**Michael Liebreich (former Board Member, Transport for London):** With the new Head of HSE, but it is not an HSE question. It is an audit question. It is an audit and assurance question.

**Heidi Alexander (Deputy Mayor for Transport):** I am quite happy to ensure that the General Counsel is involved in this as well. I will take that action away from this Committee.

If I may just make one further observation on all of this, the RAIB published an updated report in October of last year [2018]. That was subsequent to the fatigue audit that was commissioned in relation to this separate incident being shared with them. I would just like to read, for the benefit of the Committee, what the RAIB said in their updated report in relation to this fatigue audit. They said:

*"The RAIB's review of the TfL audit report identified no evidence of additional factors, beyond those already discussed at paragraphs 362 to 382 (which was their report)].... However, the RAIB observes that the conclusions of the TfL audit are consistent with its own finding that, at the time of the accident, TOL's management of fatigue risk was not in line with published industry practice, and that there was significant scope for improvement."*

What we also have to remember here is in addition to that fatigue audit that TfL commissioned after the incident in May 2017, in the other investigations that had happened - the RAIB and the SNC-Lavalin report that was commissioned by TfL - there was a lot of exploration of these issues and the RAIB said, subsequent to seeing the fatigue audit report, that it did not bring anything new to their considerations. I do think that is significant.

I would like to answer your question that you actually --



**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, I was going to say I would like us to move on to that. The audit thing we will come back to, I am sure. There is something there, for me. I am just thinking that when I used to be on the Audit Panel of the Metropolitan Police Authority (MPA) the unit was absolutely separate and in fact the other MPA staff did not have a pass that would let them into it. They do the audit process for every other part of the GLA Group, apart from TfL, and I wonder whether it might be something you want to look at because Julie Norgrove [Director of Audit, Risk and Assurance, Mayor's Office of Policing and Crime] and the team there are experts in this field and it might be that a shared service would give us more confidence in it. I am just throwing that out there.

Do you want to answer my question, which was: what are the most significant lessons learned from all of these investigations and the impact they are having now on tram safety?

**Heidi Alexander (Deputy Mayor for Transport):** The way I think about this is quite similar to the broad concepts that we have set out in the Vision Zero document that we published last year [2018] because, as an operator of transport services, making sure of the vehicles, the speeds or the behaviours in any form of transport is absolutely critical.

If you look at RAIB, SNC-Lavalin or the fatigue audit, what is clear when it comes to the tram network is that there were some locations where we needed to reduce speed, where we needed better signage, and actually on the design of the tram itself - whether it was the windows, the emergency lighting or automatic braking - you have to ensure that the 'vehicle' is as safe as it possibly can be. That is some learning that we have also taken through to the work that we are doing with the Bus Safety Standard. Again, feeding into that is the safe speeds.

Around safe behaviour, I heard Jackie Townsend [Managing Director, TOL] at a previous meeting of this Committee talk about a fair and just culture, giving everyone in the organisation the confidence to report concerns that they have. You do need to look at the way in which rosters are designed, not just the overall number of hours that people are working but sometimes the way in which unusual shift patterns can also contribute to the way that someone experiences tiredness and fatigue.

It is a reminder and a call to action for the transport industry, that whether it is about safe vehicles, safe speeds or safe behaviours, that has to be at the forefront of what any public transport authority or organisation needs to be driving forward on.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you. Michael, did you want to add anything?

**Michael Liebreich (former Board Member, Transport for London):** I take away two things in addition. There are 15 RAIB recommendations and they are all good. The two things I would say -- in fact, to be honest, it is just one: the point about the 'just' culture. The solutions will not be technological, especially when we start to talk about the buses.

There was this long stream of fatigue-related incidents on the tram and yet they did not reach the top level within TOL. We know that. They certainly did not reach any meaningful level. They did not reach the SSHR Panel, I can assure you, and they did not reach the management at TfL, who are commissioning the services. It turns out that the culture down at the garages and the depots was completely hostile to somebody coming forwards and saying, "Look, we have a problem here".

Yes, of course we have to improve the trams and we will talk about the Bus Safety Standard and so on, but you will not ensure safety by having a bunch of very tired drivers and then shining infrared in their eyes and



disciplining them if they do not behave like machines. These are not machines, they are people and they have to be treated like people, and it starts with respect.

The other part - I am not sure if it is related; it is probably is related - that I take away from this, I am sorry, is transparency. You cannot have a 'just' culture if you then do not have the transparency. I am still grappling with that because I have so many unanswered questions. Of course there is this whole thing about who and which day and so on, and I would still love to know who said that there was a clean bill of health. There are questions about the transparency but it links to the 'just' culture because if you have drivers who are hostile and resentful because they are being treated so badly, and yet senior executives are not aware of that, even, then that is also a transparency issue. The just culture is how it plays out in the garage but it also needs to have this communication.

The idea that the Head of Safety from TOL would sit here and say there was nothing that raised any alarms at senior level -- I have the quote here somewhere. Adrian Jones. He said:

*"I became Safety Director in 2015 and so that was fairly early. There were not any indicators that would certainly come up at group level that would highlight a cultural issue [at TOL]."*

That is extraordinary when we now know what was actually going on.

The other thing I want to highlight was said here a few months back. Jackie Townsend, Managing Director of TOL, said:

*"For anybody who has done any investigation into a just culture, it takes about three years to actually embed that into any company and so we are at the start of all that."*

Three years. I tell you: we do not have three years to fix these very grave safety problems. We can talk about that on the buses and how many people are being killed and injured. This kind of complacency is completely unacceptable. We need the 'just' culture and the transparency front and centre in the solution to this.

**Caroline Pidgeon MBE AM (Deputy Chair):** That is really helpful, thank you.

**Florence Eshalomi AM (Chair):** Thank you. Assembly Member Bacon, section 2, please.

**Gareth Bacon AM:** Thank you very much, Chair. I will start with you, Deputy Mayor. Your assessment on how the tram sector has responded to the RAIB and TfL investigations?

**Heidi Alexander (Deputy Mayor for Transport):** If you take it at a number of levels: first, in terms of the operation of the tram in London, I have taken a number of very significant steps to respond to the recommendations. I will not repeat everything that I outlined in response to Assembly Member Pidgeon.

One of the recommendations of the RAIB was to set up the Light Rail Safety and Standards Board to provide a comparable body to that which exists for the heavy rail industry. I understand that has got up and running in the last year or so. TfL has committed three years' worth of funding to that. Government had committed funding through until March 2020 and there is some indication that they will have committed to further funding, although that has not been confirmed. That is a forum in which tram operators from across the country can basically come together and for best practice to disseminated.

Jon Fox from TfL [Director, London Rail] sits on that Safety and Standards Board and, talking to him, he very much sees it as his responsibility to be driving forward the seriousness with which other tram operators take the recommendations from the various investigations. When you have lived through a tragedy like Sandilands,



you recognise how absolutely imperative it is to be making progress with implementing that whole series of recommendations.

I would urge – and I think TfL would urge – tram operators in other parts of the country to heed, and quickly, the recommendations that have come out of the various investigations; be that around the culture, the roster design, the speeds, signage, or fatigue detection devices. Having gone through what the families and victims of that tragedy have gone through, and the organisation TfL having gone through that, it is critical that operators in other parts of the country take heed of that and take action.

**Gareth Bacon AM:** Michael, what is your response in terms of how you think the industry has responded?

**Michael Liebreich (former Board Member, Transport for London):** I would endorse that. Clearly it is just a huge wake-up call, not just for TfL, not just for First Group, but across the industry. My bigger concern is the learning of the lessons across the Surface directorate at TfL and then out into the bus companies, where there is an absolutely huge amount of work still to be done. I would say the tram industry is responding well and a lot of people are doing a lot of very hard work on that. There is a lot of credit as well.

I do not think they have solved the culture problem, implementing the just culture, and if they are saying, “We will give it three years before we expect that to be in place”, that is not acceptable, but at the operational level in terms of replacing the windows, the signage, the speed limits and all of those things, I do not have any reason to doubt that they are working hard on that.

**Gareth Bacon AM:** Going back some months, I believe you, Michael, were calling for an independent investigation into TfL’s investigation into this crash. That is --

**Michael Liebreich (former Board Member, Transport for London):** Not into the crash, no; the handling of this fatigue report.

**Gareth Bacon AM:** That is what I meant.

**Michael Liebreich (former Board Member, Transport for London):** Well, it is very specific. It is an investigation into the conduct of that fatigue report and then into how it was disseminated and into the way that the conflicts of interest – which to my mind are absolutely manifestly obvious – were handled. That is part of that and that is what needs to be investigated. I would refer you to my letter, which I sent to the Mayor. I copied you in because I thought it would focus this discussion. It is very specific about the things that need to be investigated.

**Gareth Bacon AM:** Yes. That is the nub of my question because my colleague, Assembly Member [Keith] Prince, put it to the Mayor in July [2019] about an independent investigation and you have referenced that in your letter. The GMB Union was calling for it and there was a unanimous motion passed by the Assembly recommending that that happened. The Mayor said that he did not think it would add any value. We have heard from the Deputy Mayor today that she thinks that it would be unnecessary because the RAIB updated report is comprehensive. Do you accept that or will you still think that that is necessary?

**Michael Liebreich (former Board Member, Transport for London):** I could list the open questions, and many of them are in my letter, that we do not have answers to. There may be a difference of opinion about whether it is important or necessary to get [answers to] those questions because one point of view might be, “Well, we are moving on. We are doing all the right things anyway”. I do not buy that because it is a symbol of the culture that I am afraid was prevalent throughout the time I was on the Board and Deputy Chair of the Safety, Sustainability and Accessibility (SSA) Panel, as it was before, and then the SSHR Panel. It is really



important to get to the bottom of those questions. The Mayor has committed to transparency. That is one of the reasons that I was excited to continue to serve a second term on the Board. I see every point to independent investigation into exactly those questions that I list in that report.

**Gareth Bacon AM:** OK. Turning to the Deputy Mayor then, obviously Michael is speaking as a former Board Member of TfL who was *in situ* at the time and was asking questions at the time. He has just repeated his concerns now in a public forum. What is your response? Again, I am approaching this as a layman and there is a lot of grey here, it seems to me, sitting on this side of the table. Would it not be the easiest thing to do, to appoint an independent investigator to clear it up?

**Heidi Alexander (Deputy Mayor for Transport):** I have already answered that question earlier in my contribution.

**Gareth Bacon AM:** You did. That is why I have re-put it.

**Heidi Alexander (Deputy Mayor for Transport):** I am quite happy to repeat my remarks again.

**Gareth Bacon AM:** This is why I have just put it to Michael Liebreich, because you did, earlier on. You said that you did not think it would add any value. I am almost none the wiser, really, because there remain, it seems to me, substantial areas that could do with a bit of clearing up.

**Heidi Alexander (Deputy Mayor for Transport):** I obviously was not present during that period of time but I can assure you that I have spent a significant amount of time talking with TfL officers about this, reviewing documents myself and reviewing email correspondence that Michael has sent, and I am confident that while there were mistakes made - the minutes from the November SSHRP meeting should have recorded your request and the report should have been shared with the investigating authorities sooner - I believe that when the mistake became obvious it was rectified, an apology was made to Michael and an apology was made publicly.

I do not believe -- given what the RAIB said in their updated October 2018 report about the fatigue audit - which, let us remember, was separate from the RAIB and the SNC-Lavalin investigations into Sandilands. This was commissioned following a separate incident. The RAIB, having reviewed that report, having been sent it, said that it did not add anything new to the work that they had been doing. In fact, it was consistent with their own investigations when they were looking at fatigue.

There been some mistakes, which we have held our hands up to. We got that wrong, we apologise for that and we have changed our processes. At this point in time, I do not see there is merit in doing an independent investigation into this. What I want the team at TfL to be focused on is learning those lessons, making sure that safety performance on the tram network is exemplary and making sure that the safety performance on the bus network we continue to improve, drive forward and we think through everything we can do to get to the point where, as we have set out in our Vision Zero ambition, nobody is killed or seriously injured on London's transport network.

If I felt that an independent investigation into the way that the fatigue audit was handled was the best possible use of time - it would not be TfL's time because you would be commissioning somebody independently - then I would not hesitate to say it. If I had concerns about this, I would say, "Yes, go ahead and do it", but I have provided a pretty straightforward explanation about what happened here. I am not saying everything was handled perfectly because clearly it was not but I do not see the value in an independent investigation.

**Gareth Bacon AM:** OK. It is a slightly lengthy answer and that is fine. I am not trying to cut you off.



It seems to me that it does not have to be either/or, does it? Yes, absolutely we want to make sure that a crash like this does not happen again in the future, and TfL are taking steps on that and that is fine. It is not really about that so much. It is about the investigation that TfL conducted.

You were not the Deputy Mayor at the time, none of this is on you, but a Board Member of TfL who was there at the time, who chaired the Safety Committee at the time and was asking these questions at the time, still thinks that are questions that are unanswered. If you are so confident that TfL have given you everything, you have reviewed everything and it all stacks up, then an independent investigator would probably make that finding too, would they not? If you are that confident then what do you have to lose in issuing an independent investigation?

**Heidi Alexander (Deputy Mayor for Transport):** I can go over the reasons again why I do not feel an independent investigation is necessary. I have nothing further to --

**Gareth Bacon AM:** I have heard your reasons, Deputy Mayor, but the point is that a very senior member of the TfL Board who was there at the time clearly still feels that there are unanswered questions. You just --

**Heidi Alexander (Deputy Mayor for Transport):** And I have taken --

**Gareth Bacon AM:** Hang on, let me --

**Heidi Alexander (Deputy Mayor for Transport):** No, no, if I --

**Gareth Bacon AM:** Chair, let me finish my point, please, and then the Deputy Mayor can answer. You do not agree with that, you have made that point and I understand that, but would it not be better for TfL to clear the smoke away completely? The only way to do that is for TfL not to mark their own homework and to get an independent investigator to do it.

**Heidi Alexander (Deputy Mayor for Transport):** I hope that I have cleared the smoke away today by giving you a pretty detailed account of what happened. I do not believe an independent investigation is necessary, for the reasons that I have set out.

**Michael Liebreich (former Board Member, Transport for London):** I find it a bit extraordinary, to be honest, the discussion. I chaired the Safety Panel. I was on the Board for six years. There was a question about a conflict of interest of a senior executive. I did not make this up. This was something that I discussed with the other Board Members on the Panel at the time and we decided we were very uncomfortable with it. We raised questions about the involvement of Leon Daniels [former Managing Director of Surface Transport, TfL] in that audit. We now know that the audit was not sent.

When you say, "Well, it would not have changed anything. The RAIB said that they had all the information. It makes no difference", there is still a police investigation ongoing. We do not know what is useful evidence for them. There is an ORR investigation still ongoing. There is the coroner's report still coming. We do not know. It is not up to us to decide what is useful evidence. It is up to us - it was up to me at the time - to make sure that the process was followed, there was a robust provision of co-operation by TfL and that evidence was provided to the various investigation bodies. If I might, it did not happen and we do not know why.

If you say we know why, if you say it was investigated and you say we know why, then my question is: have you seen any evidence? Have you seen the documentation? Have you seen the email traffic between HSE, the line operation all the way up to Leon Daniels, and those auditors? Have you seen that? Have you ever



asked for that? There is no evidence in the 24 July note that there was an investigation. We know that there was choreography but we do not know that there was investigation.

I find it very difficult to say, "It is OK because things are getting safer and they are all good people", and so on. We owe it to the victims of that accident and we owe it to victims of accidents on the buses and on other parts of the network to get to the bottom of exactly how this organisation is run. How does it deal with this sort of situation? What happened? Why did it happen? How did they do that audit? What lessons can we learn about how to do audits? How can we make sure that we are delivering the radical transparency that is the only way to deliver Vision Zero? I am not trying to be difficult or unpleasant or cause problems, but I can tell you now that if you do not deal with that culture and if you do not have robust audit processes, you will get nowhere near to Vision Zero. Nowhere near to Vision Zero.

**Heidi Alexander (Deputy Mayor for Transport):** If I may, since Michael has left the Board, TfL has published its Vision Zero action plan. All the evidence that I see from TfL as an organisation at the moment is that safety is its absolute number one priority. At the beginning of every Board meeting, every Panel meeting, safety is the first issue that is discussed. All of our investment decisions are taken with safety as the first consideration. Mike Brown [MVO, Commissioner, TfL] has restructured his senior team to ensure that a senior HSE officer reports directly to him. I see the work of people like Claire Mann, who is the Director of Bus Operations, willing to ask themselves some really difficult questions about things such as bus driver fatigue.

An organisation that is trying to cover something up would not commission a piece of world-leading research into the experience of fatigue among bus drivers. It would not turn around and say that we will not let a new bus contract in London unless operators demonstrate that they have a robust fatigue management system in place. They would not put £500,000 into a fund for operators to come forward and say how we tackle the issue of fatigue among bus drivers. They would not roll out a piece of training for every single bus driver all about the issue of fatigue, wellbeing and health, the Destination Zero training. They would not have introduced the Bus Safety Standard.

For Michael to say that there are problems around the safety culture at TfL, I take such assertions very seriously but I have to say to you that I profoundly disagree with you.

**Florence Eshalomi AM (Chair):** I have quite a few Members who have indicated but I am just mindful of time. We are running over time. Were there any additional --

**Gareth Bacon AM:** In light of what you have just said, Chair, no. This is an issue that we are going to have to return to, though, because I am not especially comfortable with the exchange that I have just listened to and other Members may not be as well. We will need to come back later.

**Florence Eshalomi AM (Chair):** OK. Assembly Member Shah.

**Navin Shah AM:** Very briefly, Chair. Going forward, Deputy Mayor, TfL awarded a contract in December last year [2018] which was about installing a new automatic speed control system. Do you know how it progressing? It is due to be fully up and running by the end of this year. Do you have that information? If not now, can you let the Committee have that very vital information, please?

**Heidi Alexander (Deputy Mayor for Transport):** That is correct, the contract has been let and the most recent reports I have had from TfL officers suggest to me that this will be fully implemented by the end of this year.

**Navin Shah AM:** Thank you.



**Florence Eshalomi AM (Chair):** Assembly Member Bailey.

**Shaun Bailey AM:** I just want to return to this concept of early access by one of the executives to the report. How worried are you about what that says about the culture? I do not understand how somebody could see a report before --. Why were they not separated from the audit situation? That is distressing to me.

**Heidi Alexander (Deputy Mayor for Transport):** I missed the very first part of your question, Assembly Member Bailey.

**Shaun Bailey AM:** I want to return to this concept around early access to the report. Leon Daniels had early access to the report. Why? I just simply want to know why. Why did he have early access to it?

**Heidi Alexander (Deputy Mayor for Transport):** What you are referring to there are the comments that Michael [Liebreich] says that Leon Daniels made in June. Is that correct?

**Shaun Bailey AM:** Yes.

**Heidi Alexander (Deputy Mayor for Transport):** He would have been the Director of Surface Transport. I would expect the Director of Surface Transport, who is now Gareth Powell, to be fully briefed as work is being done on the progress of the fieldwork for an internal audit, bearing in mind the separation of responsibilities that have been quite rightly set out here. I have met Leon Daniels in my previous career. He has not been an officer of TfL during the period that I have been the Deputy Mayor and so any questions that you have about why or what he saw back in 2017 I am afraid you would have to put to him, or somebody else that was in the organisation at the time.

**Shaun Bailey AM:** I do not want to make this about Leon. It is nothing to do with Leon Daniels, but it seems to me that the audit process - just to labour the point - was not separated, and that gives a conflict of interest. I find that worrying for cultural purposes.

**Florence Eshalomi AM (Chair):** We covered that bit already, Shaun.

**Shaun Bailey AM:** Yes, no, but for me we have not. If we are talking about how well it has gone - and I accept your point, it does sound like lots of progress has been made - I just want to focus on this cultural piece. The progress is made in peacetime. What happens when something goes wrong? How can we guarantee we do not go back to where we were? This 'early access' suggests a breakdown in the process at the very least.

**Heidi Alexander (Deputy Mayor for Transport):** I am quite happy to ask the Commissioner to write to you about the specific questions that you are raising here. As I say, I do not read into it the conspiracy that you do, but given that I was not part of the organisation at that time it would make sense probably to speak to someone who was operationally responsible for TfL. We will come back to you and the other Members.

**Shaun Bailey AM:** Just to be clear, I do not read any conspiracy into it; I just want to understand how two things that I believe should be separate were not.

**Florence Eshalomi AM (Chair):** Thank you, Shaun. Assembly Member Prince. Assembly Member McCartney.

**Keith Prince AM:** Very quickly, I just want to say, Deputy Mayor, that you are missing the point about the independent investigation. It is not just about: why was it not sent to the RAIB? That is not really the issue, though that is wrong and we need to know why that did not happen. It is more about: who had access to the



fieldwork? Who saw it at pre-draft level? Who changed the draft report? Who removed some significant recommendations from the draft report to the final report? It is really about how the whole thing was handled and why all these changes and things were made. We are not arguing about the fact that the outcome may or may not have changed what the RAIB recommended, which has not been made [clear] yet. It is about the whole process. There seem to have been lots of flaws, lots of people involved who maybe should not have been, and conflicts of interest. It is the whole thing we want to look at because, in fairness, the Mayor has said the most transparent Mayor that we have ever had. This needs some transparency.

**Heidi Alexander (Deputy Mayor for Transport):** With the greatest respect, Assembly Member Prince, I have answered these questions in this session. If you want to point out to me any of the bullet points in the executive summary of version 1 of the fatigue audit that then do not appear in the final version, I am happy to have that conversation now because I have those reports in front of me and I have been through them line by line myself.

**Keith Prince AM:** I can tell you but I do not want to extend this, Chair. Very quickly, the audit conclusion, “Requires improvement”, was removed entirely. One example.

**Heidi Alexander (Deputy Mayor for Transport):** We have already had this discussion, we have already talked about this issue and I can repeat what I said to you earlier about that but I am not sure that is the best use of the time of this Committee.

What I do know is that those issues that were flagged as priority 1 and priority 2 issues, which contained about eight bullet points in the executive summary of version 1 of the fatigue audit – if you look at the final version that was then produced, those bullet points, dealing with things such as roster design (there is a whole range of different issues there looking at what the ORR best guidance is.

I have actually cross-checked it myself because I wanted to assure myself that these recommendations and the findings were not being substantively changed, and having gone through them myself) – I feel confident that the process that went on is not one which requires an independent investigation, whether it is the sharing of the fatigue report or any other aspect of those deliberations. I have set out today why I do not believe an independent investigation is necessary.

**Keith Prince AM:** I do not want to prolong the agony, I really do not.

**Florence Eshalomi AM (Chair):** Thank you, Assembly Member Prince.

**Keith Prince AM:** Just one comment, and that is that no one is blaming you, Deputy Mayor. You were not there at the time. You may feel that you are convinced. I am very sad to tell you that there are many people in this room who remain absolutely unconvinced that this has been dealt with in the right way and we would still like an independent inquiry. Thank you.

**Florence Eshalomi AM (Chair):** Assembly Member Copley.

**Tom Copley AM:** Thank you very much. My question is about the victims and whether you think more needs to be done to support victims injured in incidents involving trams, particularly survivors and the families affected by the Croydon tram derailment? I will start with you, Heidi.

**Heidi Alexander (Deputy Mayor for Transport):** I do think that an awful lot of support has been provided by TfL to both the relatives of the people who so tragically lost their lives in that incident and people who have been injured. I understand that basically they have been in contact with everyone who has notified them of a claim in respect of injuries. TfL has offered interim payments and support for things such as travel and



logistical arrangements where perhaps people need assisted or subsidised travel if they are injured to help them regain their confidence in the system. I believe £6.5 million has already been paid out in compensation, counselling and rehabilitation to support those whose lives have been so affected by this tragedy. I do think that the way the claims process has been handled has been of a very high quality.

**Tom Copley AM:** Thank you. Michael?

**Michael Liebreich (former Board Member, Transport for London):** There is a lot of best practice in the aftermath of a tragedy. As an example, very early acceptance of liability, which enable pay-outs immediately to the families, who had immediately lost breadwinners. The financial piece was dealt with very quickly. There were a lot of things like that that were done very well. I have been off the Board now for about a year or so, so my understanding is that that continues. Operationally, the way that they are being dealt with, there are lessons to be learned about how the Sarah Hope Line operates and so on. Those are being taken into account.

I have to say though, I cannot begin to know what it feels like to be the family of one of the victims who lost their lives but this is really what is driving me to say that I am not happy and that we need answers, because the families need those answers. You have right now First Group saying things like, "Following the tragic accident in 2016, the RAIB concluded that the management of fatigue was not a factor". When all we know is that of the two possible explanations for the driver's error, one was disorientation and one was incapacitation, probably through fatigue, what are you supposed to think when you see that drafts of audit reports are changed? It is three years later. There are all of the material things - they might have been receiving payments and being supported - but there is the emotional front of having the closure of knowing what happened and why.

As I say, I committed in person to the widow of one of the victims but certainly across the board to do everything I could to make sure that they were given the answers, that the process was transparent and that lessons would be learned, not just for the trams. There are such valuable lessons from this to be learned across the bus system. Those cultural changes - the fact that the Board meetings now start with safety - I battled for years for those sorts of changes, and I use the word 'battle'. When I was asked to be Deputy Chair of the Safety and Sustainability Panel, there were two things that I said. Number one, "I will not do it unless it is Safety, Sustainability and Access", because at the time it is amazing but no panel had access as its remit and I thought that was wrong. The other thing I said was, "I do not understand why TfL does not have a Chief Safety Officer". Energy companies, manufacturing companies, they have chief safety officers. Now that we are getting one --

**Heidi Alexander (Deputy Mayor for Transport):** We have got one.

**Michael Liebreich (former Board Member, Transport for London):** I would like the families of the Sandilands victims to think that that was something to do with the cultural change which was spurred by this huge and tragic accident, but I worry about this issue of transparency and the answers to the specific questions about fatigue as it was being managed at the time of the accident and then, as we now know, even seven months later.

**Tom Copley AM:** We are getting to the end of time. Unless, Heidi, you want to respond to anything that you have heard there, I will end there.

**Heidi Alexander (Deputy Mayor for Transport):** Michael started this session, as we are coming to the end, by saying that he does think that the TfL response to Sandilands was broadly very well-managed and it is good to hear Michael recognise that some of the things that, to be totally fair to you, you have been championing, in terms of having a Chief HSE Officer directly accountable and reporting in to the Commissioner, have happened. On the basis of my 15 months in the role, the importance attached to safety in



all of the discussions that I have is absolutely second to none. You are right to say that the learning from Sandilands has been felt right across the organisation. Mike [Brown MVO, Commissioner, TfL] and his senior team have been committed to making improvements and we are starting to see those now.

**Tom Copley AM:** Thank you very much.

**Florence Eshalomi AM (Chair):** Great. Thank you. There is just one thing I wanted to ask – and I appreciate that there might be some confidentiality attached to this, Deputy Mayor – in terms of First Group’s contract, which I understand is a 30-year contract with TfL. I just wanted to get a sense of a break clause in it. On the back of some of the issues raised, is that something you think may need to be investigated?

**Heidi Alexander (Deputy Mayor for Transport):** My understanding of the contract that exists is that it dates back about 20 years and it was initially established as part of a Private Finance Initiative (PFI) contract. There were break clauses, as I understand it, for the maintenance part of that contract that came in after 15 years. It was Bombardier that previously had been responsible for conducting maintenance on the tram. When that break clause came up it was decided, because TfL was not happy with the performance on that contract, to bring that back in-house. Maintenance of the tram networks now sits firmly with TfL.

My understanding is that there is not a break clause in the contract with regard to the operator. However, what I am aware of and I have seen in news coverage recently is First Group more broadly looking at the nature of their business in the UK. If they were first to come and say to us that they did not want to operate the London tram network in the future, at that point in time TfL would need to take a decision about how best to provide that service, to ensure a safe network, to provide an excellent service to customers and to provide the organisation with value for money. That is my understanding of the contractual arrangement at the moment.

**Florence Eshalomi AM (Chair):** Thank you. I would just thank both of our guests. Thank you for your time this morning.



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# Subject: Summary List of Actions

**Report to: Transport Committee**

**Report of: Executive Director of Secretariat**

**Date: 9 October 2019**

**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 outstanding actions arising from previous meetings.**

### Actions arising from the Committee meeting on 11 September 2019

Item	Topic	Status	For Action by
6	<b>Tram and Bus Safety</b> During the course of the meeting, the Deputy Mayor for Transport committed to undertake a discussion with the Head of Health, Safety and Environment and the General Counsel, TfL, on potentially reviewing TfL's internal audit processes, paying particular regard to when senior officers at TfL can access or input into internal audit reports, and to write to the Committee following those discussions.	In progress.	Deputy Mayor for Transport



### Actions arising from the Committee meeting on 19 July 2019

Item	Topic	Status	For Action by
3	<p><b>Rotherhithe to Canary Wharf Crossing</b></p> <p>During the course of the discussion, the Committee requested the following further information in writing:</p> <ul style="list-style-type: none"> <li>• The comments and email exchange of the Members of the Programmes and Investment Committee, which directly relate to the paper circulated prior to the Committee's decision to pause the development of the crossing on 21 June;</li> <li>• A copy of the independent review produced by the former President of the Institute of Structural Engineers, Ian Firth, on the design of the crossing, compared with alternative designs; and</li> <li>• A copy of the briefing prepared for the Mayor outlining the activities of the development, it's risks and timescales.</li> </ul>	In progress. A partial response was received on 6 August 2019.	Deputy Mayor for Transport

### Actions arising from the Committee meeting on 10 July 2019

Item	Topic	Status	For Action by
7	<p><b>London's Transport Now and in the Future</b></p> <p>During the course of the discussion, the Committee requested the following further information in writing:</p> <ul style="list-style-type: none"> <li>• Accident rates for motorcyclists in London on roads where they may use bus lanes, against roads where they cannot;</li> <li>• What is being done to reduce public subsidy in electric vehicle infrastructure;</li> <li>• Detail of the work being done to make TfL's energy use more sustainable;</li> <li>• Explain the approach taken, and future details, on outer London bus reviews;</li> <li>• A breakdown of London's bus usage by area, to show where in London bus use is dropping and by how much;</li> <li>• Detail of any work being done to introduce annual capping to Oyster and contactless payments;</li> <li>• TfL's submission to the financial review of</li> </ul>	In progress.	Director of Spatial Planning, Transport for London (TfL) and Head of Strategic Analysis, TfL



	<p>approaches to fund the construction of Crossrail 2;</p> <ul style="list-style-type: none"> <li>• An explanation as to why Mobileye has not been rolled out more widely on London's bus network; and</li> <li>• An outline of the work being done between TfL, High Speed 2 and Old Oak and Park Royal Development Corporation.</li> </ul>		
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#### **Actions arising from the Committee meeting on 15 May 2019**

<b>Item</b>	<b>Topic</b>	<b>Status</b>	<b>For Action by</b>
<b>9.</b>	<p><b>Tram and Bus Safety in London</b></p> <p>The following further information was requested:</p> <ul style="list-style-type: none"> <li>• List of Members of the Sandilands Incident Review Board;</li> <li>• Work done by TfL on risk associated with road users, in particular cyclists, and tram tracks; and</li> <li>• Detail on the relationship between speed, use of the hazard brake and the effect on passengers in trams.</li> <li>• Safety Performance Indicator data for the bus network over the preceding 12 months;</li> <li>• What work has been done by TfL to assess whether bus driver toilets being added to those 42 bus routes that did not previously had one, could be made available to members of the public who were disabled;</li> <li>• A list of areas identified for improvement in accident reporting; and</li> <li>• Progress made towards increasing the remit of the Victims' Commissioner to include victims of road crimes and collisions.</li> </ul>	Complete. See <b>Appendix 1</b> .	Director of Health Safety and Environment, TfL; and Director of Bus Operations, TfL



## Actions arising from the Committee meeting on 14 March 2019

Item	Topic	Status	For Action by
6.	<p><b>Commissioner of Transport for London</b></p> <p>During the course of the discussion, the Commissioner agreed to the following actions:</p> <ul style="list-style-type: none"> <li>• To provide a written response to the recommendations from the Committee's report, <i>Derailed: Getting Crossrail back on track</i>;</li> <li>• To send the Committee a sample of the daily update emails from the Commissioner to the Mayor;</li> <li>• To arrange a visit with Florence Eshalomi AM to the Tulse Hill Gyratory;</li> <li>• To write on the detail behind recent changes to the TfL scorecards, to include the measures around measuring trip distances and road traffic volumes;</li> <li>• To work with the Committee to arrange a visit to see TfL's bus safety training;</li> <li>• To provide more detail on TfL's work regarding metroisation of rail services into Moorgate station;</li> <li>• To provide detail of any discussions or work undertaken with the Department for Transport on establishing a national database of taxi and public hire vehicle drivers;</li> <li>• To share the analysis undertaken by TfL around the decision to reduce the working life of London taxi cabs, to include equalities assessments, numbers of taxis affected, compensation and air quality impacts;</li> <li>• To arrange a meeting with Members to discuss issues relating to the taxi and private hire vehicle raised at the meeting;</li> <li>• To provide regular updates to Members on progress being made in reviewing bus routes in outer London, including those around hospitals;</li> <li>• To write on the rationale behind allowing the responsive bus trial in Sutton to use Euro 6 'Vito' vehicles; and</li> <li>• To provide detail on work being undertaken on express and orbital bus routes, following a recommendation by the Committee.</li> </ul>	In progress. Officers followed up on 26 June 2019.	Commissioner, TfL



## 4. Legal Implications

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

## 5. Financial Implications

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

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### List of appendices to this report:

None

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: None
Contact Officer: David Pealing, Principal Committee Manager Telephone: 020 7983 5525 E-mail: <a href="mailto:david.pealing@london.gov.uk">david.pealing@london.gov.uk</a>



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Florence Eshalomi  
Chair of the London Assembly Transport Committee  
City Hall  
The Queen's Walk  
London  
SE1 2AA

Transport for London  
Surface Transport

197 Blackfriars Road  
London  
SE1 8NJ

30 September 2019

Dear Florence,

## **Actions from the London Assembly Transport Committee session on Bus and Tram Safety**

Thank you for your letters of 15 July to Claire Mann, Stuart Reid, Jill Collis and Jonathan Fox and for the opportunity to address the Committee as part of your investigation. This letter provides a combined response to your request for additional information.

### **Action 1 – Provide a list of members of the Sandilands Review Board**

The Sandilands Review Board is a Transport for London (TfL) internal meeting to discuss non-operational issues related to the tragedy at Sandilands, including claims and legal advice. It began meeting shortly after 9 November 2016 and has met regularly since then. The purpose is to enable legal advice to be given and relevant information, including updates on progress with the handling of personal injury claims, to be considered and discussed.

Attendance of staff varies but has generally included representatives from General Counsel, Health, Safety and Environment, London Trams, Press Office, Customer Strategy (Sarah Hope Line), Corporate Affairs and Group Insurance.

### **Action 2 – Provide detail on the relationship between speed, use of the hazard brake and the effect on passengers in trams, and interactions with other road users**

I understand that since the Committee session on the 15 May, Committee members visited the London Tram Depot and were provided with a presentation on the usage of the hazard brake from First Group (TOL) and the relationship



with other road users. If any further information is needed, we are happy to provide this.

### **Action 3 – Provide Safety Performance Indicator data for the bus network over the preceding 12 months**

Safety performance data is now published quarterly on our website and can be found at: [tfl.gov.uk/corporate/safety-and-security/road-safety/bus-safety](https://tfl.gov.uk/corporate/safety-and-security/road-safety/bus-safety) .

This data is calculated from a baseline of 12 months of previous data.

### **Action 4 - What work has been done by TfL to assess whether bus driver toilets being added to those 42 bus routes that did not previously had one, could be made available to members of the public who were disabled**

We have considered whether bus driver toilets can be made accessible to the public. Unfortunately these toilets are specially designed and located for use by bus drivers, which includes minimising their size, controlling access and ensuring they are available when needed. Consequently, the units are not designed for or appropriate for wider public use.

### **Action 5 - A list of areas identified for improvement in accident reporting**

We have recently undertaken a review of the way we manage collision reporting, both internally and with our external stakeholders, such as the Metropolitan Police Service (MPS) and Department for Transport (DfT), and members of the public.

We have identified and are in the process of making improvements to the following areas:

- New police data recording systems have been introduced which improve the way that injury severity is measured by the MPS and provide more timely sharing of collision data
- Online self-reporting of injuries (introduced in 2017) has made it easier for members of the public to report collisions
- We now receive near-live collision data from the police to inform our tactical responses and near-term tracking of collision data
- We are launching a web app that uses new technology and links directly to police data. The app can also be used by our stakeholders using a web browser to query collision data
- The 'London collision Map' is available online and feeds from an open data API showing all reported collisions data back to 2005



- Each month we publish the number of people killed in traffic collisions, both according to DfT STATS20 reporting and also all other reported deaths, including those resulting from suicide and natural causes
- We continue to publish quarterly provisional collision figures and finalised annual data in line with the DfT
- We are working with the police, the DfT and our stakeholders to review the collection of collision data as part of the STATS20 national collision data review

**Action 6 - Progress made towards increasing the remit of the Victims' Commissioner to include victims of road crimes and collisions**

The Victims Commissioner's remit does include victims of road collisions and the Mayor's Integrated Victim and Witness Service for London provides support to the victims of road crime. The Victims Commissioner is supporting the work of TfL and advocates such as Brake and Roadpeace to continue to improve support for the victims of road collisions on London's roads. TfL will be meeting with Robin Merrett, Head of Operational Oversight in the Mayor's Office for Policing and Crime (MOPAC) and GLA representatives in October to continue to progress this important work.

TfL is also working closely with MOPAC, the Association of Police and Crime Commissioners and the Ministry of Justice to look at further enhancing national support for the victims of collisions on the road network.

Following these meetings, we will be happy to update you on this important and sensitive activity.

Thank you once again for the opportunity to attend the Committee session and answer the important questions you have raised around bus and tram safety. If you require any further information, please do not hesitate to contact the Assembly Relations Team.

Yours sincerely,

Stuart Reid; Claire Mann; Jonathan Fox; Lilli Matson (on behalf of Jill Collis)



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# Subject: London TravelWatch Business Plan and Budget Bid 2020-21

**Report to: Transport Committee**

**Report of: Executive Director of Secretariat**

**Date: 9 October 2019**

**This report will be considered in public**

## 1. Summary

- 1.1 This report presents the London TravelWatch<sup>1</sup> draft Business Plan for 2020/21 attached at **Annex A**.

## 2. Recommendations

- 2.1 **That the Committee approves London TravelWatch's proposed Business Plan for 2020-21, as set out at Annex A to the report; and**
- 2.2 **That, subject to the decision taken at Recommendation 2.1, the Committee gives in-principle agreement to London TravelWatch's budget bid for 2020-21, as set out at Appendix 2 of Annex A, for recommendation to the London Assembly's GLA Oversight Committee as part of the draft London Assembly budget submission for the 2020-21 financial year.**

## 3. Background

- 3.1 In accordance with paragraph 6 of schedule 18 of the Greater London Authority Act 1999 (as amended), London TravelWatch must prepare and send to the Assembly not less than two months before the beginning of each financial year a statement of the expenses which they expect to incur in respect of that year for the purposes of, or in connection with, the carrying on of their functions. That statement for 2020-21 is set out within London TravelWatch's Business Plan, attached at **Annex A**.
- 3.2 London TravelWatch's annual budget forms part of the London Assembly's annual budget. As such, the budget requirement for London TravelWatch approved in principle by this Committee will be included in the report presented to the meeting of the Assembly's GLA Oversight Committee (on 16 October 2019) on the Assembly's proposed 2020-21 budget submission to the Mayor.

<sup>1</sup> London TravelWatch is the operating name of the London Transport Users Committee.



## **4. Issues for Consideration**

- 4.1 The Committee is recommended to approve the proposed Business Plan attached at Annex A, which includes London TravelWatch's financial statement.
- 4.2 London TravelWatch's budget bid for 2020-21 is set out at Appendix 2 of Annex A to this report. It contains a growth bid of £98,000, taking the total amount requested to £1.134m, from £1.036m in the current financial year. Members will note that the requested amount for growth is entirely related to inflationary staff pay and pension pressures.
- 4.3 The Chair of London TravelWatch, Arthur Leathley, and the Chief Executive, Joanna Simons, will be in attendance to introduce the Business Plan and budget bid and respond to any questions from the 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 forms part of the London Assembly's budget submission to the Mayor of London, for consideration and determination as part of the GLA's annual budget-setting process. Once the final draft budget proposals are agreed in February each year, the approved amount 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 2020/21 proposed budget will need to be contained within the Assembly and Secretariat's 2020/21 cash limited budget.

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### List of appendices to this report:

Annex A – London TravelWatch Business Plan 2020/21

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: None
Contact Officer: David Pealing, Principal Committee Manager Telephone: 020 7983 5525 E-mail: <a href="mailto:david.pealing@london.gov.uk">david.pealing@london.gov.uk</a>



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**The voice of London's travelling public**

**Representing and advocating for all who travel  
in London**

**Business Plan 2020/21 and beyond**





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# 1 Foreword

At a time of increasing pressure on transport services across London, listening to the voice of the user is now more crucial than ever.

As an expanding city, London faces fresh change and challenge in meeting the demands of millions of transport users. Imminent change includes the roll-out of Crossrail, widespread alterations to bus services, and new ways of managing road traffic in the central area. In addition, walking and cycling opportunities need to be promoted actively, and there is a need for greater focus on making transport accessible to all.

London TravelWatch (LTW) remains at the heart of many of these changes and will hold transport operators and providers to account to improve journeys in and around the capital.

With a fresh board and leadership, LTW has created a 2020/21 business plan that will focus attention on the views of passengers and other transport users whenever key decisions are taken.

We will build on our successes of last year (set out in section 3 and illustrated below) and protect the needs of *all* travellers, especially the most marginalised and those who feel their voices are not heard.

In doing this, we will:

- Demand best use of capacity across all transport networks, considering users' needs from the outset
- Seek to make sure that transport is more accessible to all and that travellers always have the clearest information about services, simpler fares and ticketing, and disruption.
- Work in the most efficient and effective way possible, making best use of our budget (section 10) and use information directly from passengers and evidence-based research to drive service improvements.

*Arthur Leathley*  
Chair, London TravelWatch



New information jackets

Walking distances between stops

Free public toilets



## 2 Context and introduction

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### Context

Next year will be the 20<sup>th</sup> anniversary of London TravelWatch's establishment in its current configuration as part of the wider GLA family. As we look back on 20 years of operation, we also look forward to the 20 year time horizon of the Mayor's Transport Strategy for London, with its ambitious targets for 2041 for modal shift and changes in the way our transport system operates.

It is a time of significant change, with uncertainty at a national level about the outcome of Brexit and its subsequent impact on the economy, and Mayoral and Assembly elections next spring which will bring forward a range of new manifesto proposals.

Amidst this, challenges already exist. The pressure on London's travel network has never been greater, yet funding is tight and set to continue this way. The Healthy Streets agenda sets important targets for more active travel through walking and cycling yet there is finite space available on our road network to accommodate extra users. Much remains to be done to persuade outer London residents to give up their cars and switch to public transport, and the pace of change needs to be improved if targets are to be met.

New solutions will be needed to these and other challenges and difficult choices will be required in coming years. London TravelWatch is determined to make sure that the user voice is heard throughout this and to help Transport for London and other providers as both critical friend and supporter to ensure that the best possible outcomes are achieved for the travelling public.

### Our new approach

We recognise that we need to be more outwardly focused, and we hope that colleagues will have started to see a new tone and approach, with a greater focus on external engagement and being more helpful and useful to Assembly colleagues. We are a small organisation, which has advantages as it enables us to be flexible and fleet of foot, but at the same time we still have to provide everything that larger organisations do, but without the same level of resources.

Mindful of this, and also of the need to demonstrate increased effectiveness and value for money, we are preparing for an exciting new partnership with our sister organisation, Transport Focus. We are confident that this will improve our resilience and strengthen the resources available to us, but more importantly, that it will help us to have a stronger voice for transport users in London.

Previous business plans have struggled to differentiate between the core work we do on a day to day basis (which often takes many years of painstaking work to come to fruition) and the bigger projects which can be completed in a shorter period. In this document we separate these aspects out to give a clearer picture of our work.



## How this plan is organised

- **Section 1** is the foreword from our Chair
- **Section 2** provides some context and introduction
- **Section 3** outlines our key successes last year, with headline details of what the issue was, what we did and what the outcome was
- **Section 4** covers what we do currently
- **Section 5** looks at what we want to do in the future, and how the partnership with Transport Focus will help us to achieve this
- **Section 6** is about our evidence base and how we plan to strengthen the user voice
- **Section 7** covers campaigns and major policy work including a proposal to update “London on the Move” our original baseline report about transport issues
- **Section 8** details our core workload, and gives a sense of how this fits together in different categories
- **Section 9** brings all the proposals together in summary form, and distinguishes between targets for next year and those that will be progressed over a longer period
- **Section 10** is about our resources and budget bid
- **Appendix 1** details our casework
- **Appendix 2** is our budget bid

## Targets

Next year will be a year of transition for us as we embed our new approach and work to establish the partnership with Transport Focus. It is also potentially a year of change for transport policy, with Assembly and Mayoral elections and uncertainty about the economic outlook following Brexit. Given this, our plan has been written with two sets of targets.

These include some longer-term targets for our core day to day business and some one-year targets for the more significant policy work which will allow space for a stock take (and potential flex) next year once the landscape is clearer.



### 3 Achievements in 2018/19

#### What was the issue?

#### What did we do?

#### What was the outcome?

London Overground proposed to close 51 ticket offices across their network.	We held a consultation on London Overground's proposals to close the ticket offices, receiving over 6,500 responses from a range of organisations and individuals.	The Mayor announced in April 2019 that 47 of the 51 ticket offices previously proposed for closure would remain open after our pressure. We also secured significant investment in ticketing and customer services.
We know from our research that passengers place great importance on the availability of free toilets and resent having to pay extra to use them.	We lobbied Network Rail, asking them to remove charges to use the toilets at all the stations they manage in London.	Network Rail removed charges to use the toilets at London terminus stations.
There are many dispersed interchanges where it is easy to walk between two nearby but separate stations. However, this is not always clear to passengers.	We raised this issue in our Interchange Matters report in 2015 and took up the matter in meetings with the RDG and TfL.	The London's Rail & Tube map now includes walkable interchanges, opening up and promoting additional travel options for passengers.
Rail fares vary considerably in price across the area we cover, with passengers sometimes resorting to driving to stations further away to take advantage of cheaper tickets.	We have highlighted this problem for many years but have increased our calls for reform over the past couple of years, highlighting some of the worst fares discrepancies.	We were instrumental in getting people together, convening a series of fares and ticketing seminars with key stakeholders. Many of our proposals were included in the RDG's final consultation report. We await results.
There was a risk that passengers would lose out if TfL went ahead with planned bus changes before the core section of Crossrail opened to the public.	We suggested some urgent questions for London Assembly Members to ask at a Plenary meeting of the London Assembly, which focused on the implications for bus users.	Assembly members drew on our suggestions. As a result, TfL assured passengers that all service alterations that directly depended on Crossrail opening on time would be paused.
Greater Anglia proposed not to sell advance and super off-peak tickets at ticket offices.	We objected to this proposal, raising the matter with the Department for Transport.	Greater Anglia abandoned their proposals as a result.
Passengers value visible staff at stations, both in terms of being able to get assistance and feeling safe.	In our review of London Underground's ticket office closures, we called for changes to the uniform worn by frontline staff to make them stand out more at busy stations.	As a result of our lobbying, millions of passengers will now be able to spot London Underground station staff more easily in new bright red vests with the words 'here to help' on the back.
When large redevelopment projects take place at major London stations, those involved have not always thought about the impact on passengers.	We have pressed for a more passenger friendly approach to major works at stations.	We are pleased to see an improved approach to the current worksite at Euston.



## 4 London TravelWatch today

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### What we do

London TravelWatch is the 'voice of London's travelling public' representing and advocating for the benefit of all those who travel in London. We are the statutory watchdog set up by Parliament to represent the interests of transport users in and around London, accountable to, and funded by, the London Assembly.

We cover London's buses, the Underground and Overground, the National Rail services to and within the capital, Eurostar, Docklands Light Railway, Tramlink, taxis, and the needs of pedestrians, cyclists and motorists using the main road network controlled by Transport for London. We:

- Investigate suggestions and complaints from users who are dissatisfied with the response received from their service provider and deal with appeals;
- Act as a point of contact/information for passengers about their rights when travelling;
- Use the evidence base from our casework to help inform and shape our policy priorities
- Monitor trends in service quality, including reliability, accessibility, comfort, cost, information and safety;
- Undertake research and investigation into issues of concern to users;
- Maintain a dialogue with the service providers about all aspects of their policies and plans affecting transport users;
- Make evidence-based representations to government and industry regarding passenger interests ; and
- Actively lobby national and local government on behalf of London's travelling public

### Our history

We were set up in our current form following the establishment of the Greater London Authority in 1999, but our origins go back to 1947 when the British Transport Commission was set up as a state owned corporation responsible for most modes of transport nationally,



including London Transport. In common with other nationalised industries of the period, a system of advisory committees was set up to represent the public interest and we came into existence as one of a number of regional Transport User Consultative Committees.

## **Where we are now**

Our strengths are our multi-modal remit; our dedicated and knowledgeable staff; our solid body of work which has stood the test of time; our new leadership and our appetite for making more of a difference for London's travelling public.

We recognise that in recent years there has been a tendency towards us sometimes seeming to take an expert perspective as opposed to the passenger view. Reductions in public funding have also had a major impact on our capacity.

However, our new Board wishes to be bolder and to reclaim the space that we previously occupied as the leading consumer voice for London's travelling public, dedicated to advocating, influencing and lobbying policy makers and providers to ensure the key consumer elements of *access, choice, safety, information, fairness, redress and representation* for all.

To do this we need to change the way we work and to become more resilient as an organisation, and to achieve this we will need to be more outward looking, to establish partnerships with others who share our vision and values, and to focus more on outcomes.

## **What we believe**

For most of us transport is a means to an end. People want to (or must) do things that cannot reasonably be done immediately on their doorstep: journeys to work, leisure trips, visits to friends and family or day to day personal business. And transport can be the means to a desirable end. It can give people the ability to have the sort of interaction that makes us a society as opposed to a collection of individuals; the ability to choose the job we want rather than take the nearest one on offer; or simply the ability to have a change of scenery.

In the alternative language of economics, if transport is a means to an end, then transport is a cost that users must pay in order to 'acquire' the end – a cost paid not just in money but in time, frustration, stress, injury, or pollution. Often, these costs are paid by non users too. Our goal is to speak out for consumers to minimise those costs and the negative impact they can have on their lives.



## 5 London TravelWatch in the future

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### Deepening our relationship with the Assembly

A key priority for us over the next year will be to deepen our relationship with the Transport Committee and Assembly and to become more useful and valuable as an organisation whether at a policy level where we seek to be seen as a trusted advisor and source of expertise on transport for the Committee, or more practically, as partners who can help resolve thorny problems with different transport operators.

*In the future we want to be clearer about both the distinctions between the different roles we play – campaigners over the longer term, drivers of incremental improvements, critical friend, and on performance – identifying which operators are doing well and which not. Going forward, we want to be bolder and showcase the former and expose the latter.*

This will be a year of transition to enable us to embed this work and build our partnership with Transport Focus and we will test our success from an Assembly perspective with a satisfaction survey at the end of the year.

### Working with Transport Focus

The aim of Transport Focus and London TravelWatch working more closely together is to ensure that, both jointly and individually we are making more of a difference for transport users and delivering better value for money for sponsors and funders.

As the Transport Committee has noted in the past, we have similar responsibilities and there are areas such as responses to rail consultations where there is currently an element of overlap and duplication.

Some joint working already takes place, for example we carry out transport safety work for Transport Focus as so much of what we are consulted on, or the focus of key safety working groups in which we are involved applies equally to passengers across the country irrespective of where a particular incident may have occurred. We are reimbursed for 50% of the time we spend on this. Likewise, our casework team work together with their opposite numbers on common issues such as the introduction of the Rail Ombudsman service.

There is potential for greater streamlining over time as well as for the two organisations to learn from each other and to make more of the collective body of research and data. We believe that this will lead to more resilient organisations, and for London, the chance to focus more on the London transport user voice as being nestled within a larger organisation will reduce the need for time to be spent on the general management of support functions.

Both boards are very mindful of the need to maintain independent governance and accounting and have built this into the way we propose to work together. We see the arrangements operating in the following way:



## ***Leadership***

- A new joint chief executive arrangement will be put in place – the current Transport Focus chief executive will take on this role in the first instance. This role will take the overall responsibility for corporate management and act as the accounting officer, allowing the new director to focus on London relationships and driving change for London's transport users
- A new London TravelWatch director will be appointed by LTW/GLA reporting to the joint chief executive
- The London TravelWatch director will be part of the Transport Focus Management Team and act as the key point of liaison with the Assembly and Transport Committee
- Our existing Memorandum of Understanding (MOU) with the Assembly provides for the GLA (through the Transport Committee) to approve and take part in the recruitment and selection process for any vacancy at chief executive level. This would be amended to ensure that this requirement was replicated for any future vacancy in the shared chief executive role

## ***Working with devolved governmental bodies and protecting the London voice***

- Transport Focus understand the importance of London TravelWatch retaining a distinctive London voice in the future
- They already have experience of working with devolved governmental bodies through their work in Scotland and Wales, and with Combined Authorities outside London and recognise the need to ensure that work programmes reflect the requirements of different funders and sponsors
- The devolved governments and the London Assembly all nominate one member to the Transport Focus Board (the London representative is currently the Chair of London TravelWatch), providing a further counterbalance to ensure that respective interests are protected
- Both parties recognise that there may be occasions where the geographic interests of both organisations may differ and they retain the right to publish or comment on issues in a way that reflects the respective statutory and other duties of the organisations
- It is proposed that measures to protect the distinctiveness of the London voice in this new arrangement would also be set out in the revised MOU between the Assembly and London TravelWatch

## ***Identity and accountabilities***

- Both London TravelWatch and Transport Focus will retain their existing boards and governance arrangements but behind the scenes staff will work together to make best use of the overall resources
- London TravelWatch and Transport Focus will retain their own current corporate identities and identities: logos, websites, nameplates and contact details. However, consideration will be given to a new joint website 'landing page' so that transport users can have an easier route to the information they need



- It is anticipated that joint work and communications will be possible on many issues of joint interest
- There will be no change to current staff terms and conditions of employment

## **How will this benefit transport users?**

Transport Focus and London TravelWatch will work more closely together to ensure that, both jointly and individually they are making more of a difference for transport users and deliver better value for money for sponsors and funders. Where appropriate, teams made up of staff from both organisations will work on common transport user issues and plans will be shared so we can better co-ordinate user representation activities.

We believe that both organisations will become more effective, able to make more of a difference as knowledge, information, skills and resources are pooled – the ‘marriage value’ of the new relationship is considerable. More joined up representation on issues affecting transport users across London and South East will benefit all users.

Notwithstanding the need to ensure that the distinctive London / National voice is retained, we aspire to work seamlessly together as an integrated whole, sharing resources, aligning business planning, policy development, advocacy and research activity, under a coherent and unified management structure.

## **In the future**

In the future we want to be:

- a trusted adviser and problem solver
- a critical friend on behalf of those without a voice
- making best use of all resources – both financially and in terms of where and how best we intervene
- having a different way of working with TfL – more strategic, linked to the different parts of the business planning cycle and with greater clarity about what our role is in each
- helping with the review of projects, giving a passenger not technical perspective
- making a difference to transport users day by day but still challenging on the big picture
- prioritising work with the most impact for users

We believe the biggest gain from our new approach in year one will be from improved data and information plus the addition of Transport Focus’s national muscle on the delay repay campaign for better take up of compensation payments.



## 6 Strengthening the transport user voice

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### What we do

London TravelWatch has a key role to make sure the user voice is heard loud and clear in both the planning and day-to-day operations of the transport systems we all use. This is even more important where those services are offered by only one operator – feedback from users in these situations is crucial to drive improvements and measure changes.

We already use evidence from our casework, public meetings, seminars and research to inform our policy work and responses but our new partnership with Transport Focus will help us strengthen this work by giving us access to information not previously available and hence deepen our collective insight.

### The National Rail Passenger Survey

The National Rail Passenger Survey (NRPS) is the largest published rail passenger satisfaction survey in the world. It supplies an official statistic that is used as a key performance indicator in most rail franchises.

Transport Focus consults more than 50,000 passengers a year to produce the NRPS – a network-wide picture of passengers' satisfaction with rail travel. Passenger opinions of train services are collected twice a year from a representative sample of journeys. Working with our colleagues at Transport Focus we will tailor the NRPS for London and use a 'cut' of the data to help us evidence passengers' priorities for improvement.

Transport Focus has also been trialling a new product. 'Spotlight' is phone based and asks two questions: 'how was your last journey?' and 'why did you say that?' AI analyses, categorises and groups the responses.

London TravelWatch would like to trial Spotlight on a larger scale across the transport modes in London and move towards fully digital, always on, instant feedback.

### Transport Focus User panel

Transport Focus has a panel of transport users who have agreed to give their views about specific issues on a regular basis. Panel surveys give a quick sense of events happening 'in the moment' and can be used to support findings collected through larger and more complex research projects. For example, research using the panel has, in the past, helped to inform those managing upgrade work at stations on how to keep passengers informed. This panel includes members who live or travel into London and our partnership will make this research and resource available to London TravelWatch too.



## **The Rail Ombudsman**

Since the introduction of the new rail ombudsman service the comparative level of appeals being made under the new system has dramatically reduced and we have evidence to show that not all operators are promoting the scheme fully. Over the next year we will focus on making sure that:

- rail passengers are informed as soon as possible in the complaints process about the existence of the ombudsman;
- that the new scheme produces high quality data that can be used to help improve services;
- all operators inform passengers of their rights to appeal in a clear and timely manner; and
- we will work with Transport Focus to mystery shop the scheme to evaluate ease of use and information

## **Convening the transport user groups in London**

We are in touch with some, but not all of the transport user groups across London. Next year we want to establish a forum to bring them together to improve coordination and feedback and, in the future, we will work with them in a more systematic way to collect and highlight strategic priorities and consumer themes, in line with previous suggestions by the Transport Committee.

## **The Williams Rail Review**

We await the outcome of the Williams Rail Review as this plan is being drafted and although we do not know what the government's response will be, we do know that there are some radical and far reaching proposals. Depending on the outcome, there may be major changes in how rail services are provided in London and early decisions will be needed for forthcoming rail franchise renewals.

We hope that this will include greater devolution to TfL for rail services in London as we have long advocated for this and we will continue to make this call.



## Feedback from satisfied customers

*"Travel watch were more professional and looked at the full picture; unlike x provider who just refused my complaint to them twice. I only explained it to Travelwatch once and provided the receipts; they seamlessly contacted x provider and resolved the issue."*

*"Very quick replies and well kept up to date to help alleviate further stress."*

*"My Casework Officer was very helpful and always kept me up to date with clear and timely information. Please pass on my thanks."*

*"My complaint with TFL would not have been resolved without the help of London TravelWatch. Thank you so much."*

*"I got a response from TravelWatch the next day I logged my case. The caseworker was extremely helpful and my case was dealt within 2 days. I am extremely happy with their service."*



## 7 Campaigns and major policy work

### Campaigning

A reliable railway remains the key driver of passenger satisfaction. While there has been a welcome spread of entitlement to Delay Repay compensation, claim rates remain low. As claim rates rise, so too will the pressure on train companies and Network Rail to get services to run on time. We will join Transport Focus in their *Make Delay Pay* campaign, to boost awareness in London and increase take up rates.

### Boosting levels of Delay Repay Compensation

Push the Rail Delivery Group, train companies, and the regulator, the Office of Rail and Road, to boost awareness and make it easier to claim and introduce more automated claims

Publicise entitlement awareness and ease of claiming

Help the industry drive up the levels of Delay Repay claims to at least 50% – currently just 35% of those eligible to claim do so

Where necessary, name and shame any operators that do badly or fail to improve

Beyond 2021, we will work with the industry to increase take up rates still further





## Penalty fares compensation

Our casework team have uncovered a problem with the way that the new penalty fare regulations are being applied. Investigations following complaints made to London TravelWatch and Transport Focus have revealed that penalty fares issued at twice the single fare have been calculated at the anytime walk up fare. This has meant that the day and time of the journey made has not been taken into account when the penalty was calculated.

In addition to being overcharged, some passengers may have faced prosecution or been prosecuted for an unpaid penalty fare that has been incorrectly calculated. We have raised this with the Rail Delivery Group who have confirmed that the time and day of travel should be taken into consideration when issuing a penalty fare, and that all customers who could have potentially been overcharged on their penalty fares will need to be contacted and refunds issued where appropriate.

A conservative estimate made by one of the appeals bodies put the number of penalty fares that would require checking in the thousands. Where miscalculation has occurred, the passenger is entitled to a full refund because where a penalty fare is issued, and the regulation has not been properly applied, it is therefore void.

We hope that this will be resolved quickly, with continued pressure from us and Transport Focus, but if not this will be an important campaign next year and we will work hard to make sure that refunds are issued to all affected and that the regulations are interpreted correctly in the future. We will not rest until all operators match the performance of the best.

## Major policy review: Updating “London on the Move”

In 2002 we produced an innovative major report “London on the Move” which set out our vision of the things that policy makers should take into account to satisfy consumer expectations. In its time this was a bold document, advocating strongly for the transport user as a consumer and this work laid the foundation for all of our policy work in the early noughties.

The report was wide ranging and ahead of its time, including commentary on high quality streets and pollution and aspirations for rail timetables as well as the more traditional aspects of transport policy. Many of its targets and standards have been achieved, but *some have not*, and we continue to lobby and advocate for those which remain outstanding.

It is timely that we should review this now, at a moment when we are poised to reinvent ourselves as an organisation. Once again, we expect that this will set the scene and our policy framework for the next 10 years.

We plan to be pragmatic and helpful in tone, but bold in our thinking.



## 8 Our core work: making a difference for transport users every day

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### How do we make progress on our day to day work?

Most of our core daily work happens behind the scenes and whilst we can sometimes achieve a quick win, much of our work takes time as transport schemes rarely happen quickly and as a watchdog we can influence and cajole, publicise and denounce, but we are not the decision makers. This is why it is so important that we work more closely with the Transport Committee and GLA.

Our reputation with operators is sound and London TravelWatch is taken seriously by the industry and media as a trusted source of impartial advice and commentary. This comes from the investment we have made over the long term in developing our evidence base through a mix of primary, secondary and casework-based research, and making sure that we put time into getting to know and understand the different service providers.

Much of the work we do will never finish as customer expectations rightly continue to rise and there will always be another improvement that can be made, or a specific operator who is not up to scratch and needs to improve. Progress is made though as we are relentless in doggedly pursuing the issues we are passionate about, and we achieve some impressive successes (as detailed in section 3) although sometimes it can be hard to predict exactly when a breakthrough will occur with a particular provider.

### Transport is a consumer necessity

Our day to day work can be considered in a number of ways, for example by the activity we do with different service providers; by type of transport mode; by specific issues; or under the different headings of the Mayor's Transport Strategy. Each of these has merits but also disadvantages as they can fail to give a full sense of our role as not just a transport organisation, but a *consumer watchdog*. In this plan we have therefore grouped our core work under the consumer principles that lie behind the work of all consumer organisations. These are:

- **Access:** Can people get the services they want, and which are suitable for them?
- **Choice:** Is there any? Can users affect how services are provided through their buying decisions?
- **Safety:** Do the services pose any threat of injury or health hazards?
- **Information:** Is it available, accurate and useful?
- **Fairness:** Are some or all consumers unfairly discriminated against?
- **Redress:** If things go wrong, is there an effective system to put them right?
- **Representation:** Do consumers have a say in how goods or services are provided?



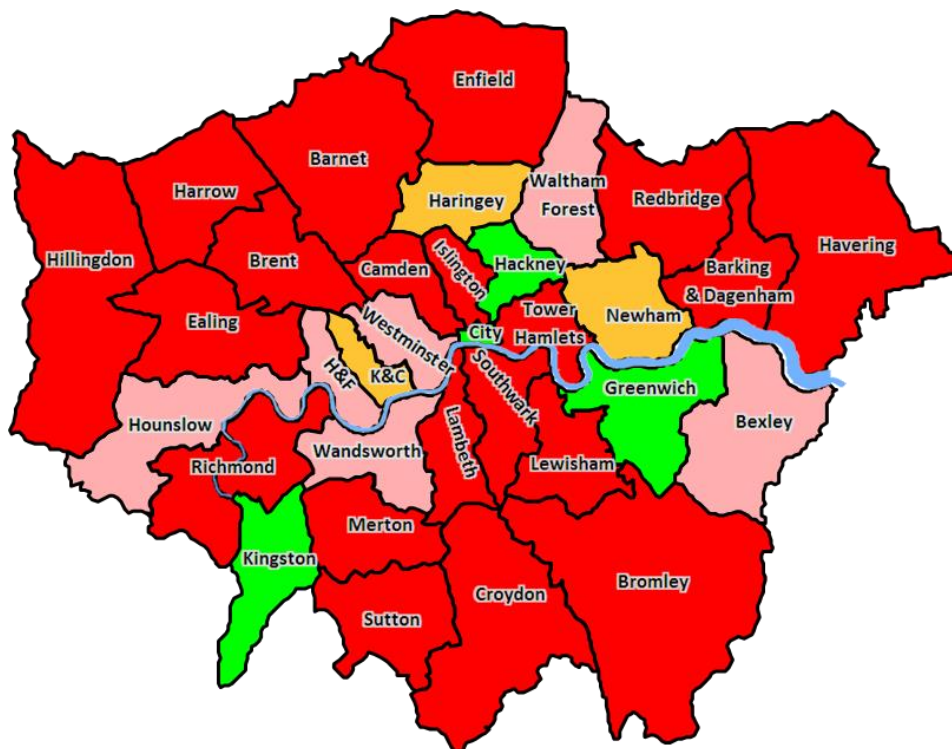
## Long term core work programmes

These are the areas of we focus on year in, year out, determinedly working to achieve incremental improvements for users and making sure that the voice of *all* the travelling public is heard, particularly those whose voices are traditionally the quietest. The following list, whilst not comprehensive, gives a sense of the range of activity and the sort of targets we are aiming to achieve:

### Access

Accessibility issues are really important, and we have a proud history in standing up for disabled travellers, with both visible and invisible impairments. Current targets include:

- *Making sure that every London borough has clutter free streets to ensure that those with impairments or buggies can navigate easily. The current situation is as follows:*



Green	Strong enforcement action to achieve streets clear of pavement obstructions;
Yellow	Some streets are clear of pavement obstructions (targeting is undertaken);
Pink	Streets have pavement obstructions, but they are located next to buildings in response to limited enforcement.
Red	Streets have many pavement obstructions on them.
Note:	This was an assessment made by observation of LondonTravelWatch. TfL would score amber because they take a zero-tolerance approach, but mainly focus on a limited number of high profile streets.



- *Step free access in all stations. We want to see the programme for this made less obscure and, in the meantime, we continue to call for change, and comment specifically in our role as a statutory consultee every time there are service changes. Our next big target is to make sure that the improvements to Bank station result in step free access*
- *Press the boroughs to provide fixed stops within Hail and Ride areas to ensure that disabled travellers can access buses in a safe way*
- *Further partnership working (e.g. with the National Autistic Society, Age UK etc.) to both promote awareness of the needs of those with a hidden disability to transport operators and to help specialist organisations understand how transport operators work and to help them navigate to the best advantage for those they represent*

## Choice

We want to promote a simplified rail fares structure to reduce the number of fare anomalies and over-complex rules for off-peak travel and enable easy understanding of fares. There are major policy implications in this area so we have to be realistic about what we can achieve but we will continue to be a voice for simplicity. Current targets include

- *Promoting the extension of Oyster/contactless payment card area*

## Safety

This is a hugely important area, and rightly recognised as such in the Mayor's Transport Strategy in the Vision Zero target. We have substantial in-house expertise about transport safety and have achieved considerable success in helping transport operators see safety issues from the user's perspective e.g. *how to evacuate people safely*, as opposed to the technical perspective e.g. *how do we get this train moving again?* However, much more remains to be done. Current targets include:

- *Promoting the findings of our 2018 research with Loughborough University into the safety of passengers on buses and asking providers to develop work plans for implementation of the recommendations*
- *Working on improvements as a result of the Lewisham rail evacuation incident in 2018*



## Information

Timely, accurate and useful information is important to keep passenger travel running safely and smoothly, and to give transport users some sense of being in control and have stress-free journeys. Reliable journey times are the key factor behind passenger satisfaction and good information helps contribute to that. Current targets include:

- *Working with the TfL Customer Experience team to improve passenger information and assistance during periods of disruption, with a focus on the passenger experience as opposed to the technical solutions*
- *Pressing for better real time information for disabled travellers when lifts and escalators break down*
- *Better and more integrated information about the different boundaries and timings for Oyster, Contactless and Freedom Passes to help passengers understand the rules and avoid penalties*

## Fairness

Fairness is an issue that operates at all levels, from the most basic human needs (e.g. not needing to find some change if you get caught short on a journey when you've already paid for your ticket) to major issues of human rights (e.g. not being trapped at home because you can't manage stairs).

In the middle of this there are huge discrepancies in fares and charging which can make it a lottery for the transport user as to where they live and whether they can afford to get into work. We will continue to campaign for the big things and try to make incremental progress on the smaller but highly important things. Current targets include:

- *Following the success of our work with Network Rail at the major London terminuses, pressing other operators to make public lavatories free at all locations*
- *Continuing our campaign with London MPs to expose the injustice of some same length commuter journeys into town costing twice that of others - the worst example of this being the cost of a weekly season ticket from Oxted in Surrey (20 miles and £57.10) and Hemel Hempstead in Hertfordshire (21 miles and £92.90)*

## Redress

When things go wrong it is important that they are put right quickly, and we deal with thousands of pieces of problems for people each year. We always try to ensure our casework provides passengers with excellent customer service in terms of both our response times and satisfaction levels. Much of this work is individual in nature and success relies on the experience and knowledge of our small team.



Whilst some of our appeal work has transferred to the Rail Ombudsman service we have not seen a drop in the number of overall enquiries thus far as many complainants are still turning to us for help as they struggle to navigate the new system or to get a response. Current targets therefore include:

- *Making sure that the new Rail Ombudsman service works effectively; the first nine months of operation have seen a significant drop in appeals, and we are concerned that not all train operators are signposting complainants in the right way or dealing with problems quickly enough*

## Representation

Much of our statutory work relates to representation, using the evidence gained from casework and research to through feed in the passenger voice in responses to consultations on policy and service changes. Current targets include:

- *Promoting further devolution of rail services to TfL in response to the Williams rail review and specifically, depending on the government's response, providing a user voice to any proposals about subsequent changes to franchises*
- *We also plan to provide a briefing pack for Mayoral candidates in advance of the May 2020 elections on our aspirations for the next Mayor and a briefing on key consumer issues for transport*

## How do we measure progress?

We measure progress in a number of ways depending on the type of issue. Some areas such as efficiency in dealing with casework, responses to consultations on time etc. are easy to tackle with SMART targets and we monitor these regularly. Others are less under our direct control, but we can publish progress and relate this to the extent that we have been focusing on particular areas e.g. progress on clutter free streets.

In other areas progress is harder to predict as the issues are bigger or even less under our direct control but we do constantly focus on outcomes and ask ourselves what difference we are making. We recognise that in the past we have not always been clear enough about which operators have responded well, and which not and in the future, we want to be much clearer about this.

We have a clear performance management process with internal review by the senior team, quarterly monitoring by our Governance Committee, and then report backs in public to our Board. This covers a full range of activity from casework to communications, through consultation responses to the assessment of trends in respect of safety issues.

In the future we want to have a stronger focus on outcomes as opposed to outputs and we propose to capture stakeholder feedback more systematically. This will begin with a satisfaction survey with Assembly Members to test out whether we have made progress in partnership working.



## 9 Summary of proposals

### Fit for the future

Issue	2020/21	Beyond 2021
Working with the Assembly	<ul style="list-style-type: none"> <li>• Embed new ways of working</li> <li>• Provide more tangible assistance to Assembly members and the Transport Committee</li> <li>• Test the outcome through a satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• Become a trusted source of expertise for the Transport Committee</li> <li>• Contribute to the Scrutiny review programme on a more active basis</li> <li>• Test the outcome through a satisfaction survey</li> </ul>
Working with TfL	<ul style="list-style-type: none"> <li>• Adopt a more strategic approach to liaison and involvement in the business planning process and business processes</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve better results for transport users and more targeted interventions</li> </ul>
Strategic Partnership with Transport Focus	<ul style="list-style-type: none"> <li>• Deliver the partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver greater efficiency and reduce overlap and duplication</li> </ul>

### Strengthening the user voice

Issue	2020/21	Beyond 2021
National Rail Passenger Survey	<ul style="list-style-type: none"> <li>• Working with Transport Focus revise the questionnaire to add London specific information and cut the data for London</li> <li>• Trial the 'Spotlight' tool in London to provide real time information about passenger views</li> </ul>	<ul style="list-style-type: none"> <li>• More targeted analysis of the passenger voice</li> <li>• The National Bus Passenger Survey does not currently cover London. Subject to funding, this could be extended in the future</li> </ul>
Transport user groups in London	<ul style="list-style-type: none"> <li>• Convene the local transport user groups in London in a coordinated way</li> <li>• Establish a mechanism for</li> </ul>	<ul style="list-style-type: none"> <li>• More comprehensive and cohesive approach to capturing feedback on the user voice to help</li> </ul>



	more systematic dialogue	with service planning
Rail Ombudsman	<ul style="list-style-type: none"> <li>• Maintain pressure to ensure increased take up and good performance</li> <li>• Mystery shopping</li> </ul>	<ul style="list-style-type: none"> <li>• Further analysis of trends to ensure that all operators are meeting high standards</li> </ul>
The Williams Rail Review	<ul style="list-style-type: none"> <li>• Specific work will depend on the government's response</li> </ul>	

## Policy and Campaigning

Issue	2020/21	Beyond 2021
Delay Repay Compensation	<ul style="list-style-type: none"> <li>• All providers to actively promote the schemes</li> <li>• Increase take up to 50%</li> </ul>	<ul style="list-style-type: none"> <li>• Increase take up beyond these levels</li> </ul>
Penalty Fares Regulations	<ul style="list-style-type: none"> <li>• Compensation requirements to be assessed and action taken to implement</li> <li>• Training and information be put in place to avoid repetition of the problem</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor progress</li> <li>• Name and shame if any providers found wanting</li> </ul>
London on the Move	<ul style="list-style-type: none"> <li>• Review and update the research</li> <li>• Publish a revised paper</li> </ul>	<ul style="list-style-type: none"> <li>• Use this to form the basis of future work programmes and policy objectives</li> </ul>

## Core business

Issue	Action
Core business	<ul style="list-style-type: none"> <li>• As set out in the previous section</li> </ul>
Briefing for Mayoral candidates	<ul style="list-style-type: none"> <li>• Information pack on our aspirations for the next Mayor and a briefing on key consumer issues for transport</li> </ul>



## 10 Resources and budget bid

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### Background to our budget bid

For the last five years we have received flat cash limited budgets from the Assembly which has meant that all increases in costs (pay awards etc.) been needed to be absorbed internally, offset against other savings. As a consequence the organisation is now under half the size it was 10 years ago. Last year we also moved offices to smaller accommodation nearby to further reduce our overhead costs. Wherever possible efforts have been made to bring in additional income (for example, last year recharging the Rail Delivery Group for assistance in setting up the Ombudsman scheme), but the potential has been limited. This has combined to put pressure on our budget as outlined below.

### Budget review

London TravelWatch ended the last financial year with a deficit of £45,000, which reduced reserves to below our guideline level of £50,000. This is a difficult position for the Board to be facing, and a detailed review of our finances has taken therefore place as part of the preparation for this plan, and we would like to record our thanks to the Executive Director of the Secretariat for his assistance in acting as a critical friend during the process.

The process has involved a thorough review of all cost centres to identify any potential savings, and an analysis of the movement on staff costs over the last five years. This has revealed some gaps in previous forecasting which have now been remedied.

All budget heads have been challenged and wherever possible costs reduced although the scope is somewhat limited as so much of our spending is on staff. As indicated above, it may be possible to reduce office costs in the medium term through co-location with transport focus but this will take some time to achieve. Likewise, we hope to switch our IT provider at the next break point in 2020. This will incur some modest migration costs but these will pay back over a two year period.

Over the longer term we hope to start to diversify our income stream by bidding for additional work with Transport Focus but this will take some time to develop. In the meantime we face increasing costs with the result that our baseline financial position is worse than previously predicted.

### Pressures

Given the small size of the staff team, employee costs now account for over 80% of our budget and this will increase to 90% next year once the 2021/2 pay award and increments is accounted for. Staff are on the same terms and conditions as GLA employees (although



remain members of the central government pension scheme) and we are required to match any pay settlement agreed for Assembly staff.

In order to minimise any further deficit this year the contract of a temporary member of staff has been terminated and we are consulting on a redundancy proposal for two further permanent members of staff. If this is agreed at the end of the consultation period we will end the year with a team of 11 full time equivalent staff. The approach is focused on protecting front line services, and if agreed will strip out any remaining administrative support.

Going forward the position remains very difficult as the full year effect of this year's remaining pressures produces a predicted base budget overspend of £98,000. This has occurred from a combination of an increase in employer's contribution rates for pensions (the central government scheme now runs at an employer's contribution rate of between 26.6% and 30.3%), pay awards and increments, a loss of rechargeable income and an unrealistic allowance for the vacancy factor which has been used to balance the budget. We also currently have a member staff on maternity leave who will return in April who had not been fully accounted for in forward budget projections.

## **Proposal for an increase in base budget and a two year settlement**

Part of the rationale for the partnership with Transport Focus is to enable efficiencies to be achieved and we are confident that the Assembly will see a greater operational impact next year. Our colleagues have an excellent track record in attracting other sources of funding for specific pieces of work and we would hope to extend this to work carried out by London TravelWatch staff.

In terms of our operating costs, we would like to co-locate with Transport Focus to reduce costs but this may not be possible immediately as our current lease is fixed for five years with no break clause (as is standard for short leases). Over time, we would also seek to reduce duplication and potential make a modest further saving on staff.

Realistically, though, savings will take some time to deliver as we firstly need to concentrate on making the partnership work and accessing the scope for future change. We are therefore requesting an increase in our base budget of £98,000 to bridge the gap and a two year settlement to enable the partnership to develop, with the expectation that efficiencies will be delivered in year three.

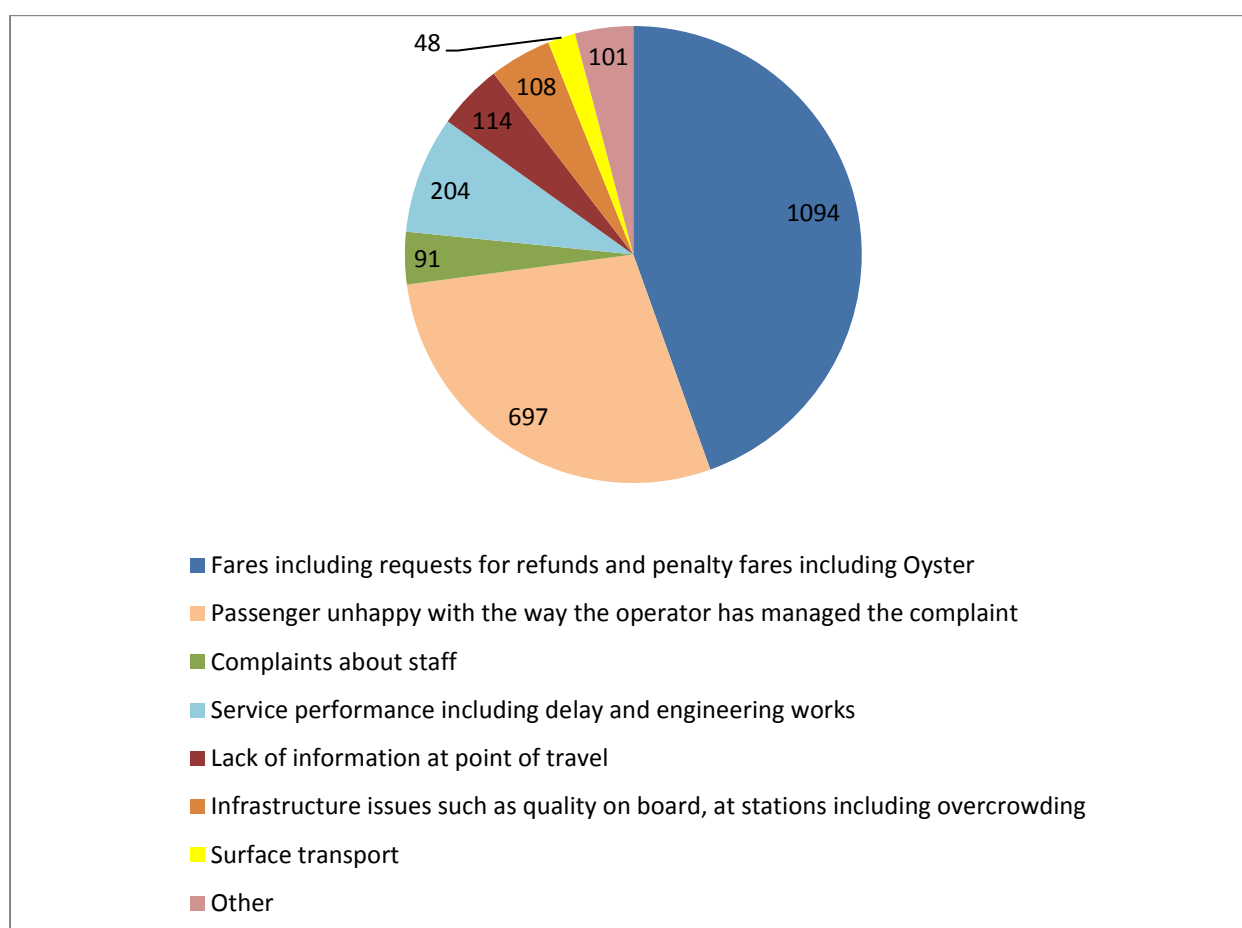


## Appendix 1: casework performance and sample cases

### Our performance on casework in 2018/19

During 2018/19 our casework team dealt with 7,205 written and telephone enquiries and complaints. We were able to deal with most of these quickly or pass them on to the operator for an initial reply, as we only consider handling cases as 'appeals' where the passenger has already complained to the service operator. We investigated 2,638 appeals from members of the public travelling in London and the surrounding areas. The vast majority of cases concerned refunds and performance following the May 2018 timetable change, penalty fares and complaint handling by rail operators.

### Casework requiring further investigation (2,638 cases):





## London TravelWatch sample casework successes

### South Western Railway

Mr B's train was diverted and did not call at his intended destination so he got off at the first available stop and paid for a taxi. South Western Railway (SWR) originally offered just 'delay repay' compensation but after we appealed they found that the station manager had tried to help him organise alternative transport including a taxi but there weren't any available. At the station manager's suggestion, he organised a taxi with a different company and tried to claim it back from SWR but they initially refused. However, following our appeal they accepted that they should have offered Mr B a refund for the taxi and refunded him in full.

### TfL Oyster

Mr M topped up his Pay As You Go Oyster card but it was declined as a cancelled card for an unknown reason when he tried to use it. When Mr M phoned them, TfL said they would credit the full amount of the top up back to a new Oyster card. Having not received his refund despite chasing TfL a few times, Mr M approached London TravelWatch. TfL investigated and confirmed that he had not been refunded. They refunded Mr M in full with a small goodwill gesture in recognition of the delay in issuing his refund.

### London North Eastern Railway

Mr R received incorrect information at Kings Cross about the next train to York and was delayed more than two hours getting home as a result. Originally, he was not offered any compensation as the train he was on was only delayed 12 minutes. However, Mr R's ticket documents showed that the operator had given him authority to travel and he should have been allowed on an earlier train. As Mr R had not been allowed to travel and been given incorrect information, he was issued a full refund. Given the way in which the case had been handled, London North Eastern Railway also sent him two 1<sup>st</sup> class complimentary tickets.

### Eurostar

Ms K booked tickets to travel to Paris over a weekend in December but due to the border control issues in Paris her party decided not to travel. She cancelled their hotel but when they tried to change the tickets they were charged £25 admin fees for each of them. On appeal, as Eurostar had already made the decision to allow free exchange of tickets for passengers who were due to travel over the weekend of 7-9 December, Eurostar agreed to offer Ms K an e-voucher for the full the cost of the tickets.

### TfL Buses

Mrs J complained because foliage from a resident's garden had covered a bus stop pole and, as a result, some drivers did not realise that there was a bus stop there. TfL apologised but initially said it was the responsibility of the local authority to make the bus pole more visible. When we appealed, TfL agreed that the stop was their responsibility but said it would take a while to resolve, as they would have to contact the owner of the garden first as they could not cut back trees and plants belonging to a private resident. We requested that TfL put in a temporary 'dolly' stop while they liaised with the resident so that bus drivers could clearly see the bus stop as they approached. TfL agreed and installed a 'dolly' stop within 24 hours.



## Appendix 2: Budget bid

<b>London TravelWatch Budget Submission 2020/21</b>	
	<b>2020/21</b>
	<b>£000</b>
<b>2019/20 Budget</b>	<b>1,035.3</b>
<b>Budget requirement pre growth and savings (below)</b>	<b>1,035.3</b>
<b>Unavoidable growth:</b>	
<b>Accommodation costs:</b>	0.0
<b>Chair, Members' &amp; Staff costs-pay:</b>	98.0    Inflationary costs and pension contribution increases
<b>Members' costs- non-pay</b>	0.0
<b>Other Staff related costs- non-pay</b>	0.0
<b>Supplies &amp; Services</b>	0.0
<b>Depreciation &amp; Asset Replacement</b>	0.0
<b>Total unavoidable growth</b>	<b>98.0</b>
<b>Projected Savings:</b>	
<b>Accommodation costs</b>	0.0



<b>Chair, Members' &amp; Staff costs-pay</b>	0.0
<b>Members' costs-non-pay</b>	0.0
<b>Other Staff related costs-non-pay</b>	0.0
<b>Supplies &amp; Services</b>	0.0
<b>Depreciation &amp; Asset Replacement</b>	0.0
<b>Total savings</b>	<b>0.0</b>
<b>Application of reserves</b>	0.0
<b>Budget Requirement-after growth and savings</b>	<b>1,133.3</b>
<b>Guideline target</b>	1,035.3
Excess over guideline	98.0
<b>NB Growth and savings in the same headings have been offset above.</b>	



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# Subject: Accessible and Inclusive Transport

**Report to: Transport Committee**

**Report of: Executive Director of Secretariat**

**Date: 9 October 2019**

**This report will be considered in public**

## 1. Summary

- 1.1 This report sets out the background to a discussion on accessible and inclusive transport.

## 2. Recommendations

- 2.1 **That the Committee notes the report as background to a discussion with guests on accessible and inclusive transport.**

## 3. Background

- 3.1 The Transport Committee is investigating accessible and inclusive transport in London. It is important that everyone can access public transport and London's streets to travel between homes, jobs, education and leisure activities across the city. But today there remain a range of barriers and challenges to everyone being able to move around the capital comfortably and confidently.

## 4. Issues for Consideration

- 4.1 In this meeting, the Committee will look at the progress that the Mayor, TfL and stakeholders have made in making London's streets and public transport accessible and inclusive. The meeting will also provide an opportunity to raise awareness about the barriers and challenges to everyone comfortably and confidently moving around the capital.
- 4.2 The Committee will discuss these matters with guests representing:
- Transport for London;
  - Network Rail; and
  - Transport for All.



## 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.

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**List of appendices to this report:** None.

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: None
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# Subject: Transport Committee Work Programme

**Report to: Transport Committee**

**Report of: Executive Director of Secretariat**

**Date: 9 October 2019**

**This report will be considered in public**

## 1. Summary

- 1.1 This report provides details of planned scrutiny work by the Transport Committee and the schedule of Committee meetings for the remainder of the 2019/20 Assembly year.

## 2. Recommendations

- 2.1 **That the Committee notes its work programme.**

## 3. Background

- 3.1 The Committee receives a report monitoring the progress of its work programme at each meeting. This is the first such report for this Assembly year.

## 4. Issues for Consideration

- 4.1 The following is a list of topics that the Committee is aiming to explore in this Assembly year:
- Tram and bus safety;
  - London's transport now and in the future; and
  - Accessibility of London's transport network.
- 4.2 The Committee will also seek to hold a meeting with the Commissioner of Transport for London (TfL) towards the end of 2019/20.
- 4.3 The Committee's remaining work programme will be developed over the year and will be agreed by the GLA Oversight Committee. 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.

### **Tram and bus safety**

- 4.4 The Committee is investigating tram and bus safety in London. The Committee's first meeting on the issue was on 12 June 2019. On 10 July 2019, the Committee visited a tram depot, where safety technology, such as the Guardian device, was demonstrated. The Committee also received a briefing



on hazard braking and an opportunity to try safety training tram simulators. The Committee held its anticipated final meeting on this topic on 11 September 2019.

#### **London's transport now and in the future**

- 4.5 The Committee started its investigation into London's transport now and in the future. This investigation will look at the factors that will impact London's transport, and explore what Londoners want to see from the transport network in the future. The meeting today involves a roundtable with the aim of discussing Londoners' experience with moving around the city.

#### **Rotherhithe to Canary Wharf bridge**

- 4.6 On 21 June 2019, the Deputy Mayor for Transport, Heidi Alexander, wrote to the Chair of the Committee to inform her that TfL had "paused" development work on the proposed bridge over the Thames between Rotherhithe and Canary Wharf. The Committee held a meeting to discuss this with the Deputy Mayor on 19 July 2019. The Committee will continue to monitor the implications of this announcement.

#### **Accessibility of London's transport network**

- 4.7 The Committee will conduct an investigation into accessibility on the transport network in London, exploring visible and invisible disabilities. In this investigation, the Committee will explore the progress the Mayor and TfL have made in making London's streets and public transport more accessible and inclusive.

#### **London TravelWatch**

- 4.8 The GLA Act establishes London TravelWatch (LTW) as an arms-length body of the London Assembly. London TravelWatch provides regular reports to the Transport Committee. The Committee will consider LTW's Business Plan and Budget bid 2020-21 at **Agenda Item 5**.

#### **Schedule of meetings**

- 4.9 The schedule of the remaining Transport Committee meetings for 2019/20 is set out below with details of the main prospective topics identified to date, with the remainder to be confirmed:
- Wednesday, 10 July 2019, 10.00am - London's transport now and in the future
  - Friday, 19 July 2019, 10.00am – Rotherhithe to Canary Wharf Crossing
  - Wednesday 11 September 2019, 10.00am - London's transport now and in the future; Bus and Tram Safety
  - Wednesday 9 October 2019, 10.00am - Accessibility of London's transport network; London TravelWatch Business Plan 2020-21
  - Tuesday 12 November 2019, 10.00am - Accessibility of London's transport network
  - Tuesday 17 December 2019, 10.00am
  - Wednesday 8 January 2020, 10.00am
  - Tuesday 4 February 2020, 10.00am
  - Thursday 12 March 2020, 10.00am – Meeting with the Transport Commissioner

## **5. Legal Implications**

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



## 6. Financial Implications

6.1 There are no financial implications arising from this report.

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### List of appendices to this report:

None

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: None
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