

## Transport Committee - Wednesday, 14 June 2017

### Transcript of Agenda Item 8 – Car Clubs

**Keith Prince AM (Chairman):** Good morning, everybody. I would like to welcome everybody to the first Transport Committee of the new political year. I would like to welcome James Taylor, UK Director of DriveNow; Jonathan Hampson, General Manager of Zipcar UK; Alistair Kirkbride, Executive Director of Carplus; and Ed Gillespie, Co-Founder of Futerra.

We are going to do this in two sections. We have the first section, which starts now, and then we have the second section at 11.00am when we will be having Lilli Matson [Head of Strategy and Outcome Planning, Transport for London (TfL)] and Councillor Julian Bell [Chair, Transport and Environment Committee, London Councils].

I will ask the first question, which is an overview question, really. If members of the panel would like to comment, what are the key benefits of Car Clubs for London? James, do you want to start?

**James Taylor (UK Director, DriveNow):** Yes. There are a number of ways that car clubs can benefit London. They have a role to play in reducing congestion and in addressing some of the air quality issues we have and in moving people away primarily from private car ownership and acting as a bridge to more sustainable and active forms of transport.

**Keith Prince AM (Chairman):** Thank you. Alistair?

**Alistair Kirkbride (Executive Director, Carplus):** Yes, I can only echo those. I would split the answer into two, really. There are benefits to London and there are benefits to Londoners and they are quite definitely related. I can only echo the potential in reducing congestion.

It provides Londoners with access to a car but it leads to a change in their lifestyles, which means that they use the car intelligently. They have the liberty of a car but they reduce some of the problems of a car. Car-club cars are not used at peak times. They are generally used for leisure and they are generally used for private business, which leads to people making more intelligent decisions about how to travel. In that respect, I would say, for London, car clubs are a vaccine against car-dependency. Give them a little bit of a car and actually they will use it intelligently to deal with the problem of dependency.

It allows Londoners to change their lifestyles in ways that are much more progressive and modern in the 21st century rather than being dependent on a car. It leads to car-free living, which therefore leads to opportunities for places to be designed differently but without being anti-car. They are being car-intelligent rather than anti-car.

Clearly, the main agenda at the moment is related to air quality. A car-club fleet is a clean fleet, certainly a relatively clean fleet and increasingly a very clean fleet with a high inclusion of electric vehicles and low-emission vehicles in that fleet as well. Therefore, they tackle one of the main problems relating to cars at the moment related to air quality.

**Keith Prince AM (Chairman):** Jonathan?

**Jonathan Hampson (General Manager, Zipcar UK):** Obviously, all the same points, but if I could just broaden it out slightly, London is a great city but it is facing some significant challenges in chronic air quality and congestion, which are costing the economy billions of pounds every year, all within a rapidly rising population. With the amount that the population is rising - if we maintain the status quo - that could bring in an additional 330,000 cars to the capital. Again, all in the context of an increased demand on the road space that we currently have. Therefore, quite rightly, space is being allocated away from the car and towards cycling and towards more liveable spaces.

When you sum all of those together, there is a pressing need to tackle the car. The status quo that we have at the moment does not work. We have to change our relationship with the car. That is the only way we are going to meet these challenges. Car clubs are a way that we can do that. We can continue to provide access to a car when they need for Londoners but in a much more efficient way. That is the kind of solution that London needs right now.

**Ed Gillespie (Co-Founder, Futerra):** I would also add that there is a really important bit - Alistair touched on it but I would like to emphasise it a bit more - about the cultural communication and the symbolism of the presence of car-club vehicles on the streets and the visibility of them. That sends a very strong message in the same way that the Citi Bike scheme helped to change the perception of cycling in the city. It is an important, visible, tangible change. It helps to shift that transport message about moving from ownership to usership, moving from the individual to the collective, moving from "me" to "we". It is about that shared, collaborative endeavour of mobility in a big city. Car clubs, because they tend to be branded and very visible, start to send that signal and say, "How come you are driving a fancy electric BMW and I am still chugging around in my 1978 Vauxhall Viva?" Not that you would be, but it is that kind of thing.

**Keith Prince AM (Chairman):** Very good. I have two more questions and I am going to put them together. Some of you have covered bits of them anyway and so do not feel the need to repeat yourself.

What gap in the transport system do car clubs aim to fill? Do the different models of car club - the roundtrip, the fixed one-way, the floating - have different types of benefits? Ed, do you want to kick off?

**Ed Gillespie (Co-Founder, Futerra):** Yes. As an occasional user of a car club myself, that is the key question. What gap does it fill? Is it a complement to an existing system? Is it a like-for-like replacement of car use? As Alistair was saying, is it a behavioural shift with people starting to use a car more intelligently? That is the key thing. What we do not want to do is put a whole bunch of additional vehicles on the street without taking other vehicles off. These guys will probably have a bit more evidence on that one.

The different models really vary but certainly the more it becomes a seamless experience, particularly if you do not have to return the vehicle to a specific bay, the models around point-to-point hiring, ride-sharing and peer-to-peer car clubs, I suspect, are probably going to be more powerful and more effective as they start to roll out simply because they will make the experience seamless with this 'Uber-isation' type of process. If it is frictionless for the user, then people will find it much more compelling.

**Jonathan Hampson (General Manager, Zipcar UK):** The gap they aim to fill is really fairly obvious, in many respects. It is car trips. In the vast majority of London we are blessed with a great public transport system, but most Londoners would say that from time to time there are trips when a car is going to be the most appropriate form for what they need to do. For us as a city, the question is how we best provide for that car need when it happens? At the moment, the social norm is that you own a car and you hang onto it for that point of time you need it. That is not very efficient. Where we can come in is to make sure that we can fulfil

that car need without that car having to sit outside your house 95% of the time when you do not. That is the gap that we aim to fill.

In terms of the different models, again, if we are to persuade people out of private car ownership, then we need to make sure that we can allow them to do all the kinds of trips that they need to do. The reality is that people have all kinds of trips they need to do. They have roundtrip trips when they might be getting out of town for a weekend and they want to know when they get back that that is the bay they will park in. A roundtrip [model] is great for that. They also have one-way trips that they want to do as well. Only by covering all of those trip needs can we make the service compelling enough that they feel able to give up that private car.

**Alistair Kirkbride (Executive Director, Carplus):** There is no point in me repeating what they have already said --

**Keith Prince AM (Chairman):** Thank you.

**Alistair Kirkbride (Executive Director, Carplus):** -- it goes without saying. I would possibly challenge the idea of what gap they are aiming to fill in that they are not trying to fill a gap; they are trying to replace something that is worse. We are trying to replace dependency on private cars. It is not about filling a gap; it is about creating a new opportunity so that the problem of private cars is dealt with, but not in a negative or unpopular way but in very much a positive, modern, forward-looking way. That is what car clubs are trying to do, rather than filling a gap as such.

Now here is the warning: here come the data. Carplus as a national charity has been undertaking the annual survey of car clubs for donkey's years, or the last nine years if we are going to be formal about it. In the last three years - but certainly the last two years in detail - we have been looking at flexible models of car clubs. I could bore you to death with statistics but it is all written down. We have some fairly clear and robust evidence now in terms of what the impacts are and the different impacts of back-to-base models and flexible models. We, clearly, do not have any data on one-way models yet because they do not exist, but that will all change in the next year as well.

In short, the bottom line is that as people join car clubs their travel behaviour changes, which means that they use more public transport, they walk and cycle more often, they start walking and cycling for certain journeys as well. There was a comment made at a conference about ten years ago in London, "If you want to get more people walking and cycling in London set up a car club". They are the enabler for other transport behaviours to happen. The car club sector always tries to suggest that it is not just about car clubs; it is about car clubs being an enabler for other transport lifestyles to develop. Certainly, in terms of social trend, there is a demand for people to mix together how they travel. What the car club does - back to the idea of a gap but it is not a gap - is inject a car into that mix to enable other mobility lifestyles to develop. That is where it starts getting exciting.

**James Taylor (UK Director, DriveNow):** Just echoing the points that Jonathan [Hampson] made on the different models and how they work together, there is a place for both models within London. A particular benefit of flexible car sharing is that it integrates more easily with the public transport network because of that ability to drive one-way. However, there is a need for, as Jonathan said, when you need to do a round trip or do a flexible trip as well. There are a range of benefits. I am not going to repeat the gaps it fills as they have already been covered.

**Keith Prince AM (Chairman):** Thank you.

**Shaun Bailey AM:** In your data, how do you profile that data? Obviously, there are different users. There are single people, people living in town or out of town, families, smaller and larger. Where are the trends? I am a car owner. I have always been a car owner. When I was 18 a car was just to mess about in. Now it feels like it is essential to my family life. How would I be involved? Where would I pop up in your data?

**Alistair Kirkbride (Executive Director, Carplus):** With our survey we are very careful to make sure that we deliberately look at the profile of the members of car clubs. Yes, it is not for everybody but - here come the data again - about 40-something per cent of the types of people who live in London are open to using car clubs. They are the profile of the members of car clubs. It has to be said that there is more interest in car clubs in the denser parts of London rather than the outer boroughs, but that is a challenge that a lot of us are working on at the moment anyway.

It is interesting though - once we look at the types of people that use car clubs - that it is the more affluent, better educated people who live in the denser parts of central London, without doubt. However, as a complement to that, there are also some quite distinct segments of people who are in multicultural households, busy working households or young people setting off in their professional lives. There is quite a range of types of people who use car clubs.

From our perspective as the charity that is trying to promote the social and environmental benefits of car clubs, we would like to see the popularity of car clubs broadening, not for the purpose of broadening car clubs but so that the benefits of car clubs - money saving, changing lifestyle and all the rest of it - are spread far beyond the people that currently use car clubs. That will need some form of intervention that is not currently happening.

**Keith Prince AM (Chairman):** Thank you very much.

**Caroline Pidgeon MBE AM (Deputy Chair):** I would like to ask Alistair and Ed in what way do car clubs really reduce congestion or do they exacerbate it? We have had some evidence from the Royal Automobile Club (RAC) foundation that suggests particularly this one-way car-club model could have the opposite effect. Who wants to go first, Ed or Alistair?

**Alistair Kirkbride (Executive Director, Carplus):** This is a question we have had to tackle now for 17 years or something like that. When you set up a car club somewhere some people who did not used to use a car, or not very much at all, will use a car more. That is accepted. However, what we have shown over the years is that there is a significant net benefit in terms of car use and the number of cars on the road, whether they are parked or moving as well. In order to get the benefit of course, as with anything, we also have to take the hit on some people who will be using a car more.

We have looked at this in detail over the years with the annual survey. I can quote numbers just to illustrate it with the back-to-base models - the traditional car-club model - there is a net saving of 570 driven miles per year in London. For the flexible model there is a reduction of 239 miles per year on average. There is a net reduction in miles driven.

More interesting are the car replacement statistics. A car-club car is responsible for taking 10.5 private cars off the road. If we start thinking about parking congestion rather than traffic congestion it clearly becomes quite significant. It has led to 26,500 fewer cars in London in the last year. If you believe what people say about, "I would have bought a car but I did not because I joined a car club" there are a further 60,000 cars off the road in London as well, but that is a little bit more difficult to bolt down.

Yes, some people do use the cars for journeys that perhaps they would not have done, but there has always been consistently over the year a net benefit in terms of miles driven and numbers of cars on the road.

**Caroline Pidgeon MBE AM (Deputy Chair):** What about the one-way model? Looking at the numbers you just gave us, it is a different step. I could quite see how that would tempt someone, “I am going to the theatre in town. Why not just get the car club and drive one way?”

**Alistair Kirkbride (Executive Director, Carplus):** Yes, some people do. There is no point in me pretending that some people do not, but there is a net benefit. If we look at it on a journey-by-journey basis, which there is always a risk to do, then we identify effects like that. What we possibly do not see is if that person - and our data suggests they probably have - has got rid of one or more cars in their household as a result of these services being available and there will be lots of other journeys that they would have made in a car that they are no longer making in a car. That is the important thing to consider.

There is a thinking which is not properly understood yet - let us not pretend - that car clubs are allowing people to change their - call it what you will - mobility lifestyle. Their lifestyle is determined by how they travel around more generally. Car clubs are an enabler to allow broader changes in that lifestyle. We can quote you the net impacts of those things but clearly that is a net, which does mean some people will use a car when they would not have done. However, there is a net benefit in that more people do not use a car for some of the other journeys.

As I said earlier, if that person is using a car to, say, go to the cinema in the evening or Ikea on a Saturday or whatever, they are using a car out of peak times when we normally have a problem with cars as well. Therefore, it sounds patronising to the other side, it is an intelligent use of the car rather than just a default use of the car, which is generally where we start getting problems with cars.

**Caroline Pidgeon MBE AM (Deputy Chair):** Ed, do you want to add anything to that?

**Ed Gillespie (Co-Founder, Futerra):** I would echo that. I was going to say, just very briefly, two things. The type of journey, as Alistair was saying, is going to be out of the peak. It is unlikely to be people using a car-club vehicle to commute to work or from work when congestion is likely to be bigger. Also, we should not cut our noses off to spite our faces if there is a little bit of leakage in that direction. There is a big movement and a cultural shift happening here and we would be foolish to try to control that small amount of leakage and miss the bigger picture of a transition.

**James Taylor (UK Director, DriveNow):** Yes. I was just going to echo the points about the driving outside of peak hours. At DriveNow we have a pay-per-minute model and so we actively discourage people to drive at peak times. We smooth out that demand and we see that customers drive out of the peaks after 9.00am and after 7.00pm in the evenings.

Also, car clubs are generally more efficient at moving people around the city compared to private cars. Again, from the Carplus results, a private car on average has 1.6 passengers per car; we have 2.2. It is just a way of moving people efficiently and addresses one of the congestion challenges in the city.

**Caroline Pidgeon MBE AM (Deputy Chair):** I just want to move on. Ed, we have had evidence that new members of car clubs tend to cycle less after joining than they did previously because they then have access at the end of their streets to a lovely car club. When it is bit rainy out why do they not pop in a car rather than getting on their bike? Is that something you have picked up?

**Ed Gillespie (Co-Founder, Futerra):** I do not have any evidence on that. On average in London you get rained on, as a cyclist, 12 times a year if you commute every day. It is actually very infrequent if you manage to unfortunately time your bike-ride to and from work in those kinds of weathers. I suspect it is quite small. There might be some anecdotal evidence, though.

**Caroline Pidgeon MBE AM (Deputy Chair):** Alistair, do you have that evidence?

**Alistair Kirkbride (Executive Director, Carplus):** Yes. We did some work specifically last year. We call it the Longitudinal Study, but it is exactly looking at that. We have always looked at the impacts of joining a car club in the year after someone has joined and we have always asked for those how long they have been in a car club to get the longer-term one. What we wanted to do was to look at the bridge between those two, "You have joined a car club. What have been the impacts on your travel behaviour? Then what happened the next year? Then what happened the next year?" Yes, we do show a bit of a bounce in that once people join a car club they do tend to use it quite a bit and that is fine. We still have the net benefit in terms of their car mileage. However, there are issues. For instance, cycling does go down slightly, even though walking goes up and public transport use goes up. However, the longer they are a member of a car club that effect reverses and so they will start cycling again and they will end up cycling more the longer they are in a car club.

It all comes back to this idea that we are still trying to work out formally about the difference between a car-club car and a private car. Every time you pick up a car-club car, you make a decision about the value of using that car for that journey. That is the significant difference. In the same way that if you jump on the Tube or pick up a bike, you are thinking all the time, "Is it worth me spending that money on that journey?" Yes, there is an initial change in behaviour but then it embeds into people's lifestyles. The car is then just placed alongside other modes so that people make appropriate decisions about the best way of using it.

Another way of looking at it is, if the car had not been invented until recently and if it was put alongside other travel options, how would the car be included in modern life? A lot of car clubs now, especially with the diversification of models from back-to-base to flexible to one-way, are demonstrating how the car is included alongside other modes so that people can package together these modes to fit their lifestyles in a way that is appropriate. The James Dean model - unless you are sitting on the fender of your car you have not made it - is just last century. It would move beyond that now. With Streetcar, which led into Zipcar, their whole idea of 'service envy' rather than 'product envy' at their launch was a key idea. It is about making people want to buy into a lifestyle of services rather than the idea of my ego and my identity being wrapped up in what car I own. That is a fundamental change in how people have relationships with cars.

**Caroline Pidgeon MBE AM (Deputy Chair):** Would you say that in terms of public transport it generally increases?

**Alistair Kirkbride (Executive Director, Carplus):** Yes, that is consistent.

**Caroline Pidgeon MBE AM (Deputy Chair):** There is no evidence that it decreases it?

**Alistair Kirkbride (Executive Director, Carplus):** That is right. No, it increases, yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Does anyone else have any comments on cycling or the use of public transport? No, we have covered it. Thank you.

**Keith Prince AM (Chairman):** All right. Now we look towards Assembly Member Kurten.

**David Kurten AM:** . I will put this question mainly to Jonathan and James. How challenging is it to arrange parking spaces for car-club vehicles? I assume you have to make arrangements with the local councils around London in particular and so I just would like you to talk about that a bit.

**Jonathan Hampson (General Manager, Zipcar UK):** Sure. I have been doing it for 11 years and so I have a fairly good idea of how complicated it is: very. That is the answer. London is a very challenging city to do business in if you have any requirement for parking whatsoever. The borough structure, where you have to deal with 33 different authorities all of which control their own parking, is a challenge. Over the last 11 years we have been working with boroughs to help them to understand the benefits of car clubs and why allocating kerb space to car sharing is a really positive thing to do and is something their residents are demanding and adopting. However, we have to make that case to each individual authority. It will then have to go through a process as to how it wants to get involved in the sector and how it wants to allocate bays and mark them out.

That has been a gradual process for the roundtrip model. As I said, we now have over 2,000 bays on the streets of London across almost all authorities but it has taken a long time to get there. In terms of the flexible model - James [Taylor] has been doing the flexible model and so he can comment more - it gets even more complicated because you are then trying to facilitate trips from borough to borough and therefore you need the boroughs to be even more joined-up in their thinking.

There were two other things I wanted to say. Fragmented decision-making in London is very complicated.

The other thing I would say is that parking is very political and that makes life a real challenge in terms of the growth of car clubs. If we were really trying to reflect the social cost of having cars parked down streets, all of our residential streets, then we would charge for that social cost. Actually, the parking permits across London typically cost £100 or really not much more than that. That is because parking is so political that policymakers and politicians are not willing to pass on that actual cost to society. However, that means that London is creating challenges for itself. That is the second point.

The third one is local authority resource. Very simply, over the years I have been working with local authorities they have had less and less resource in their transport teams to be able to facilitate initiatives like ours. They are forced to prioritise. Therefore making the case for putting in car-club bays is very difficult indeed.

**James Taylor (UK Director, DriveNow):** Yes, echoing Jonathan's comments, it is really challenging for an organisation like DriveNow. The model is easier to run out across London - we use existing infrastructure and do not need fixed parking space - but because of the fragmented nature, as Jonathan has talked about, it is lot slower progress. We are having to have conversations with every borough and multiple people in those boroughs to really sell the benefits. DriveNow operates across 12 European cities. We are the only city where we do not cover the majority of the city and so London is losing out on some of those benefits that we have talked about already. Clearly, there are definitely challenges in place for running out further.

**David Kurten AM:** There was just something you said there. You mentioned fixed infrastructure rather than parking bays. What does that mean?

**James Taylor (UK Director, DriveNow):** With the flexible model that DriveNow operates we agree a universal parking permit with the local authority. There is no fixed space. You find your nearest car in the app and can drive one way and then leave the car in any residents' bay, pay-and-display or mixed-use bay. We work collaboratively with the boroughs. If there are certain areas where they do not want us to park we can

adapt our in-car technology and app technology so that those are areas where customers cannot end their bookings. It is a slower process because of the nature of London.

**David Kurten AM:** Yes, but you agree that with local boroughs? You need their collaboration to do that?

**James Taylor (UK Director, DriveNow):** Yes, we have something in place with each individual borough because we are using residents' bays, pay-and-display bays and mixed-use bays. There is no overarching authority for parking and roads for London, so it is a conversation with every individual borough to get those agreements in place. For residents, if I am using the service, I do not recognise the boundary between one borough and the next; I am just doing my trip. We are minimising the positive benefits for London.

**David Kurten AM:** I will just pick up on something you said, Jonathan. You mentioned that there are 2,000 bays that you have access to at the moment, but I believe that the car clubs' strategy wants to increase membership of car clubs to about 1 million by 2025. At the moment, there are just under 200,000 users, I believe, and so that means a fivefold increase in members. That will probably mean that you will need a fivefold increase in bays to about 10,000 by 2025. Is that going to be possible? How will that work?

**Jonathan Hampson (General Manager, Zipcar UK):** It is not quite that simple. In terms of the potential, yes, a number of studies have shown that car clubs have come up a great deal to 200,000 members but the potential in London for the concept is really significant. One million members is what Frost & Sullivan has said it believes is the potential and that is because London is very well suited to car sharing. It has such a strong public transport network. The need to own a car here in London is considerably less than in most other European cities.

In terms of what that would then require, again, it depends on the model. That 1 million would be achieved with a variety of car-club models. Some would be roundtrip, which is what Zipcar has traditionally offered, and therefore would require fixed car-club bays. Other parts of that would be created by flexible car-sharing which does not require any fixed bays. To get that kind of increase would definitely mean an increase in fixed bays. However, the whole of that fivefold increase would not be in fixed bays, if you see what I mean, because of some of it would be taken up by flexible which does not require it.

**David Kurten AM:** It might be a threefold or fourfold increase rather than a fivefold increase, perhaps, with the different models?

**Jonathan Hampson (General Manager, Zipcar UK):** Perhaps, yes, exactly.

**David Kurten AM:** The one-way model, the fixed model and is there a floating model as well? That is the other thing that we mentioned before.

**James Taylor (UK Director, DriveNow):** That is the DriveNow model, the flexible model, where there is no set location. That is that one.

**David Kurten AM:** That does not need fixed bays, either? You can still park wherever?

**James Taylor (UK Director, DriveNow):** No. The cars are left where the last customer used them and they can drop them off in either a residents' bay, a pay-and-display bay or a mixed-use. The next customer uses their app to find the nearest car and then they take that. They are moving those cars around the city.

**David Kurten AM:** Thanks. I do not know if Ed or Alistair have anything else to add?

**Jonathan Hampson (General Manager, Zipcar UK):** I have one thing just in terms of your question: is that possible? That will only happen if people are adopting this concept. If we have one million members, and those members have given up private cars, the space that that creates on our streets is really significant. That will more than create the space to put in any additional car-club infrastructure required. It very much will be demand-driven. That frees up space. That is what will facilitate it as well.

**David Kurten AM:** You said earlier that each car club creates 10.5 parking spaces, perhaps, that are free for that --

**James Taylor (UK Director, DriveNow):** At the rate we are going we will not hit that 1 million target, because of that fragmented nature. We are not seeing that across the whole of London. There needs to be a change that supports both models. From a DriveNow perspective, when flexible car-sharing joined the market in Germany there was a huge increase in members of car clubs. It helped drive both traditional car clubs but also flexible car clubs as well.

**David Kurten AM:** Yes, I just wanted to pick up on Germany. You mentioned Germany but most cities in Germany are much smaller than London. Berlin is perhaps half the size of London with 12 boroughs, whereas London has 33. Are you comparing like with like if you mention Germany? Is it easier to deal with local authorities in cities there?

**James Taylor (UK Director, DriveNow):** It is certainly easier to deal with authorities there. There is one authority for the cities there. Yes, Berlin is a smaller city, but we spent our first two years of operating in London proving that the model works. We have evidence now that it does. We are keen as a business to expand and we are working with the boroughs to achieve that. As we have talked about already, it is slightly slower than some would have hoped.

**David Kurten AM:** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Can I just clarify with you, James, can you name which boroughs you operate this one-way car club in, please?

**James Taylor (UK Director, DriveNow):** Yes. We operate currently in the Boroughs of Hackney, Haringey and Islington, and in the southern part of Waltham Forest.

**Keith Prince AM (Chairman):** Would you be able to drop us a note on that?

**James Taylor (UK Director, DriveNow):** Yes.

**Keith Prince AM (Chairman):** That would be helpful.

**Caroline Pidgeon MBE AM (Deputy Chair):** It is in only one cluster of London, and so it is not in Westminster and not in some of the other areas where car clubs are already popular, like Southwark and Lambeth?

**James Taylor (UK Director, DriveNow):** As I said, just in the northeast at the moment. We are working with all of the boroughs to expand and hopefully get those benefits for Londoners and for London as a whole. We started small so that we could build up that evidence base and work, as I said, collaboratively with the boroughs.

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

**Keith Prince AM (Chairman):** Sorry. The parking is inter-borough?

**James Taylor (UK Director, DriveNow):** Yes. A member could pick up a car in Hackney, could drive one-way to Islington and drop the car there. The cars move around the boroughs.

**Keith Prince AM (Chairman):** Thank you. I now look to Assembly Member Dr Sahota.

**Dr Onkar Sahota AM:** I just want to look at what needs to be done to increase the membership of the clubs in London. That is what I want to explore and also the differentials between outer London and inner London. There are some parts of London that have only 500 members in outer London and up to 10,000 in some parts of central London. What is the reason for those differentials and what can we do to increase the membership? Who wants to start us off?

**Jonathan Hampson (General Manager, Zipcar UK):** What more can we do to get from where we are at today with about 200,000 members up to the 1 million members that studies show is possible?

First and foremost, we need a concerted policy to tackle private car ownership and car dependency. For all the reasons I started off by saying, London has to change its relationship with the car. How do we do that? That is going to be a mixture of providing great alternatives that include the car. There has to be a great public transport system and cycling, yes. However, how are we also going to provide for the car? It is up to services like ours to provide really compelling alternatives to private car ownership as part of a wider transport mix.

That policy will also include carrots and sticks, ultimately. It would be disincentivising private car ownership. That is already happening with increased charges on second parking permits and first parking permits are increasing. The cost of owning and driving a car in London is likely to increase. That is going to have to part of the mix as we try to accommodate this growing population.

Trying to integrate all of those options better together will also form part of it. How can we make it really simple for Londoners to make the most sensible transport decision for any kind of trip they have to do, whether it be Journey Planner or something like that that includes the car as well? How can we bring the car in a more integrated fashion into the transport mix but allow people to do it in the most efficient way? We believe car clubs does that.

**James Taylor (UK Director, DriveNow):** We have already talked about the fragmented nature and the number of barriers in London. From my perspective, I would like to see closer engagement between the boroughs and the Mayor to deliver a united approach to parking and road management. I will be looking to the Mayor's Transport Strategy to really see some direction for boroughs around how we can drive car club use.

**Ed Gillespie (Co-Founder, Futerra):** We could have some direct incentives as well. We could look at - not scrappage payments - free membership of a car club if you voluntarily give your car. That attempts to question the additionality element. I would echo the other things there. There are creative things we can do, which are already being done to a certain extent, with surge pricing around the vehicles.

Also, with integration and the vision of mobility of a service and integrating all of these different multimodal elements, people are now very familiar with doing multimodal journeys that involve foot, Citi Bike, bus, Tube,

tram, and getting all of those components from things like the TfL app and Citymapper and others. If you can integrate car clubs into that as well, then they just become part of this seamless mobility-of-service piece. That then leads to what Alistair has alluded to as this intelligent, pragmatic use of the vehicle, which means that you do not need ownership.

**Dr Onkar Sahota AM:** Why is there a differential between the inner London boroughs and the outer London boroughs? What is the reason behind that? Why is the uptake poor in the outer London boroughs compared to the inner London boroughs?

**Jonathan Hampson (General Manager, Zipcar UK):** We operate London-wide and so we are from Enfield in the North to Croydon in the South, Abbey Wood in the East and Hounslow in the West. Car clubs do now reach almost London-wide. However, there is no doubt about it. They work best in the areas where there is high population density and where there are the best alternatives for how to get around. There is no doubt about it. The case to live without a private car in inner London is very strong indeed. There are so many ways that you can get around without a car that, actually, owning one seems crazy. In outer London, making that case is more difficult. There are trips that are much more difficult to do without your own car. We have started and have set up this concept - we have been around only 12-odd years - by convincing people where the case is easiest to make and that is in inner London. That has spread out to outer London and so we now do have a good membership base in outer London, but it is a more difficult case to make. As we head towards that 1 million-member mark, it will come from a mixture of inner and outer but, as we see it, it will start in the core on the inside and then the case will be easier to make on the outside. We believe the concept works.

**Dr Onkar Sahota AM:** Areas that have lower housing density and have greater ownership of cars are more difficult for you to penetrate?

**Jonathan Hampson (General Manager, Zipcar UK):** Very much so. If there are no disincentives to own a car - you have no trouble parking whatsoever, you have a parking space outside your house every day, you need to use a car to do certain types of trips because there are not any public transport alternatives - it is going to be very difficult to persuade you into a car club. That is just a fact.

**Dr Onkar Sahota AM:** How can you advertise or spread your message around to companies that operate fleets of cars? How can they become your customers? What is their incentive to go over to your model rather than having their own car fleets?

**James Taylor (UK Director, DriveNow):** We are working with businesses and are trying to encourage that shift to use flexible cars rather than a fleet of cars. Again, one of the challenges at the moment for us is that we operate only in a limited area and so there are certain trips that businesses cannot make with the DriveNow model. However, we are making progress there and we continue to do that. That is definitely a focus for the business.

**Alistair Kirkbride (Executive Director, Carplus):** There are two main points here. To an extent, dare I suggest that London is still in a bit of denial about the car? It is important to note that "cars are evil, full stop" is not the case at all. Cars are very useful tools. If we think that people are not going to use cars, then we are not going to get anywhere. What car clubs offer is a very positive solution to how cars could be used intelligently in modern life in a way that reduces their environmental impact, however we want to define that, and in a way that leads to much more social fairness in terms of access to mobility generally, I guess. The fact that a car club clearly involves using a car is about the only similarity between that and other policy relating to the car. That is one thing that is still not properly understood or acknowledged across London.

Therefore, there needs to be a London-wide coherence in a 21st-century view of the role of the car in the development of London as a world city. We are not there yet because we still have this problem in terms of how we deal with cars in London. It is what Jonathan [Hampson] has been saying, it is about compelling lifestyle offers where a car is a part of that. We are still not doing that or, if it is being done, it is seen as partisan because it is by operators or whatever. However, there is a huge opportunity there for a coherent, compelling case for how cars fit into the future of London; it just so happens that they are not privately owned. That is the fundamental and significant difference. Therefore, we build it into how London develops, how lifestyles in London can develop, how business in London develops in a completely different way. What is the value and use of low-emission cars in the future of London and what are the models for making sure that that is captured as best as possible?

On your point about how it is fine but in outer London we still have very low usage of cars, one thing where we look to the rest of the country rather than London becomes quite revealing here. There is diversification of car-club models in the centre of London, but there are other sorts of models outside London that do not really develop here and we are not quite sure why. Car clubs are rooted in community development in terms of the history of them. I am not suggesting that central London communities are going to start getting together to develop car clubs, but when they do you get different types of people involved and you get different sorts of models. You get not-for-profit, community interest, co-operative models of sharing cars rather than the development of car clubs. We do not see that in London. That is a significant difference. Once you get to lower density areas outside London, different models start working: very low-cost models and peer-to-peer models of car access. The link between car-club models and car rental becomes more important, I suppose. It is what is not happening in London that is perhaps important to consider, as well as considering - rightly - how we get the existing models in London to spread beyond their core areas.

**Dr Onkar Sahota AM:** Do we have any idea why it is not happening?

**Alistair Kirkbride (Executive Director, Carplus):** No. I could probably think of an idea, but I would be bluffing to pretend that I could sit here and tell you.

**Dr Onkar Sahota AM:** I can see the case in inner-city London where there is a lot of transport and high density. I can see that case and the intelligent decision would be to use the shared car pool. However, in outer London the dynamics are totally different. I wonder why that would be. I can see why people would not be taking it up so much.

**Alistair Kirkbride (Executive Director, Carplus):** I can probably suggest how we could progress what could happen in outer London by perhaps deliberately trying to understand - some work has been done on this already so I am not suggesting it has not - the relationship that the sorts of people who live in lower-density outer London neighbourhoods have with the car, how they travel and all sorts of other things to do with social norms. We could start to use that as a basis to understand how we can unhook some of that lifestyle from a dependency on private cars and try to start replacing that with other models of access to cars in those sorts of areas. No one at the moment necessarily has an interest in doing that, but that could be something that could start to allow us to understand how that could happen.

An explicit focus in the emerging Mayor's Transport Strategy will probably start asking those questions in a much more deliberate way. We would then start to understand much more clearly the role of the existing models of car clubs, the opportunities for models that do not exist here but exist elsewhere, or perhaps new models that provide people with access to a car when they need it that we do not currently see. The car club sector is changing rapidly and so there are models out there that we do not fully understand yet, which could indeed become important for boroughs.

**Dr Onkar Sahota AM:** I know my colleagues are very keen to push on, but if anyone comes across any information or data you could share with us that may be relevant to the outer London boroughs it would be very helpful. Thank you very much.

**Keith Prince AM (Chairman):** Assembly Member Bailey, you wanted to come in?

**Shaun Bailey AM:** Just a few points. We are talking about cars as a problem. When you live in the outer boroughs, cars are seen entirely as a boon.

You talked about a policy effort to change it but it seems that all the effort is on the political side. Surely there is some effort that needs to be made on the models on your business side. For instance, like most of us who live in the outer boroughs, my car is parked probably all week but on the weekends I want to use it. If I feel like I am going to have to make several different bookings across the weekend then I will not; I will keep my car. Surely that is something of a business model change rather than a political effort change.

Where is your tipping point? I need high availability of a car all the time. It needs to be close to my house and it needs to be immediate or else I will not bother, because currently my car is very close to my house and I have access to it all the time. Where would I make the swap and why?

**Jonathan Hampson (General Manager, Zipcar UK):** I was really clear that we as operators need to present a compelling product to persuade Londoners to shift. I am not trying to say this is a political responsibility. We have been trying to offer this service to Londoners and have made significant progress over many years. There is a lot that is under our control. Equally there are also some things that are under political control. If you want to offer new models that will work for the trip types that people want you are going to need local authorities to facilitate that. Flexibility is a prime example. You need local authorities to allow you a permit that will allow you to pick up a car from one place and drop it off in another. It needs to be a partnership between the authorities and the operators to present something really compelling to residents that will allow them to give up the private cars.

The second thing I will say is - and it has been said already - this concept is not for everyone. If you need a car day in and day out or very regularly then you are probably going to be better off owning one. The economics will make sense for you to own one. Where car clubs can really come into their own is if you have only occasional need. That is where this service can work best. We are not trying to say that Londoners' car needs are one-size-fits-all. They are definitely not. There will be some parts where we are not going to penetrate because owning a car is just going to make sense and so you might fall into that bucket. However, we are focused on continuing to provide as many different trip types as we can that will mean that people do not feel they need to hang on to that car because of exactly what you just said. It is not an efficient use of our city's resources to have a car sitting there five days a week doing absolutely nothing. We, as a city, have to try to change that and so we would like to work, sector and authorities together, on that.

**Shaun Bailey AM:** The last thing I want to say is about that concept of the first mile and the last mile. The one thing that the outer boroughs do have that I feel you could address is that first mile. There is that car-sharing thing. We all live within a distance of said station. You look at a map and you buy a house that is near a station. I do not feel that that is being answered. Every day I go to my car park, it is rammed and you always see people circling and circling. Why is someone not addressing that? That is a steady, regular business and you can identify where those people are coming from.

**Jonathan Hampson (General Manager, Zipcar UK):** Travelling from home to a station, for example?

**Shaun Bailey AM:** Yes.

**Jonathan Hampson (General Manager, Zipcar UK):** It depends on the trip length. Most authorities would be focused on that being done by walking or cycling. If it is slightly longer, and there is a one-way trip need, then that is exactly the kind of use case where you do need to be able to facilitate one-way trips. Working with local authorities to allow you to be able to pick up that car, say, near where you live and drop it off somewhere near the station might be something they could work together on, yes.

**Alistair Kirkbride (Executive Director, Carplus):** Could I just come back on that point?

**Keith Prince AM (Chairman):** Very quickly, yes.

**Alistair Kirkbride (Executive Director, Carplus):** There are two things that you demonstrated quite neatly. Indeed, as Jonathan said, some people are going to need a private car for the foreseeable future. No one is saying otherwise. What we have found, though, is that it is not necessarily the first car - certainly in lower-density boroughs - that is the opportunity for car clubs but it is the second car in households. You may need your first car in your household. However, there is an awful lot of households where the second car sits on the drive not doing anything, as the 'insurance' car, I suppose. Getting rid of that second car is the useful thing.

You also demonstrate quite nicely, though, that if your car is sitting on the drive for most of the week there are now peer-to-peer models that mean that someone else can use your car. That is becoming one of the new models. It does not have to be an operator that supplies cars but you as a car owner. I rent my car through a peer-to-peer network to other people in my village where I live.

This is where I am suggesting that new models may develop and emerge that allows the car as a resource to be used more efficiently. The person that might use your car might not then have to own a car in their household or might not have to own a second car. It is about efficiency of use of the resource rather than necessarily making this car-club model work in that neighbourhood.

**Shaun Bailey AM:** You need to break the link between 'my' car and 'the' car.

**Alistair Kirkbride (Executive Director, Carplus):** Yes.

**Shaun Bailey AM:** At this point, 'my' car is very personal. I was going to say it is like a hairbrush, but I do not have any hair. It is quite personal. It is 'my' car. It needs to become 'the' car.

**Alistair Kirkbride (Executive Director, Carplus):** Yes.

**Shaun Bailey AM:** Thank you.

**David Kurten AM:** I just quickly want to pick up on one of the points about the last mile and the first mile and making it more convenient. We hear a lot about driverless technology at the moment. It is not efficient now but by 2025 it will probably be a lot better. Has anyone thought about using driverless technology to overcome the problem of the first mile and the last mile? Something that could drive itself half a mile from a depot to your house so that you can pick it up and would make it much more convenient. Is that something you have been thinking about?

**Ed Gillespie (Co-Founder, Futerra):** I should say I do not work for a car club and so this is a slightly different perspective.

This is one of the key challenges here in terms of rapidly evolving innovation and trying to get the gears of government and regulation to move at the same speed as the technology is moving. In a way, we are already doing a rear-guard action trying to catch up with the cutting edge of peer-to-peer lending and these models that are already out. There was a report out recently from RethinkX that is looking at the potential disruption of autonomous electric vehicles, it was saying as quickly as in eight years. As you say, 2025 is not out of the realms of possibility or perhaps a little bit further out than that.

The key thing here is that that will be genuinely disruptive in terms of this mobility as a service because it will be cheaper, more convenient, accessible to everyone and will remove all of the headaches, as you say, with parking. The bigger question then will be where we have the depots where all the autonomous vehicles go to sleep at night or go to be parked up.

These are things we should be anticipating and starting to plan for because that is what leadership in transport in the capital has to be about, rather than a managerial approach and managing the status quo, because there is disruption coming down the pipe that is going to be extraordinary. We need to ride that wave rather than be paddling in the backwater way behind it.

**Keith Prince AM (Chairman):** Sorry, can we come back to driverless cars because a colleague has that in a future question?

**David Kurten AM:** Yes.

**Steve O'Connell AM:** Yes, just very briefly. I apologise for being late. If I did miss this, I am sorry for that. What I have not heard or read anything about is costs. I do not want a long debate about your tariffs and your costs and this, that and the other, but particularly in outer London where the membership is tiny - I do not know of anyone who has used your services in Croydon and Sutton and so I do apologise for that on your behalf - costs might be a factor. Particularly if it is a one-off journey where public transport is not well-served or if one has to get from an A to a B which is very difficult and wants to use a car, a cab could cost £5 or £6. I have used it to go to hospitals and things like that. How competitive are you if I am in outer London for a one-off trip that needs a car? It could be that a cab for £5 or £6 gets me there and gets me back for £12. How does that compare? I do not want a full debate about it but I have not heard anything about the costs. Would anyone like to comment on that?

**James Taylor (UK Director, DriveNow):** From a flexible model going one way? We do not currently operate in Croydon.

**Steve O'Connell AM:** I know you do not, yes.

**James Taylor (UK Director, DriveNow):** In terms of comparisons to pricing, we are about 20% cheaper than a taxi depending on the time of day you are travelling and what the traffic is like.

**Steve O'Connell AM:** That is interesting.

**James Taylor (UK Director, DriveNow):** We price ourselves so that we are more expensive than public transport. It is not about moving away from one to the other. It is part of that whole transport mix.

**Steve O'Connell AM:** Your offering is cheaper, although clearly may well be more difficult in the process to say, "I want to get somewhere. I will call a cab on my app."

**Caroline Pidgeon MBE AM (Deputy Chair):** He said taxi, not private hire.

**Steve O'Connell AM:** Yes, you said taxi not private hire. A good point by my colleague there. Could I open it up to anybody else just quickly to answer on the competitive piece to hire a cab as opposed to a black taxi? If I am in outer London and need to get somewhere, I call my local cab firm in Purley, which will charge me £7 and £7 back. Why would I want to use your services and go through the process as opposed to picking up the phone to do that? Anybody? Am I missing something?

**Jonathan Hampson (General Manager, Zipcar UK):** No. We, equally, do not offer a one-way service in Croydon.

**Steve O'Connell AM:** I am talking about anywhere in London. Forget Croydon; just generally. I am just asking, as a principle, compare your services with a local private cab firm. That is all.

**Jonathan Hampson (General Manager, Zipcar UK):** I would say there are plenty of trips that people will use us for that they would never use a cab for.

**Steve O'Connell AM:** Good.

**Jonathan Hampson (General Manager, Zipcar UK):** If I am getting out of town at the weekend or if I am going to do an Ikea shop when I need a vehicle for three hours, would I take a taxi? I probably would not. I have a range of options that are available to me as a Londoner. For some it will make sense to use a car-club car. For some it will make sense to use a taxi. By providing that range of options, you do not need to own a car. I do not see us as a competitor to a taxi. I see us fulfilling a need that means you do not have to own a private car.

**Steve O'Connell AM:** Thank you.

**Alistair Kirkbride (Executive Director, Carplus):** Just to answer the question in a slightly different way, it is not just the journey-by-journey cost comparison that is main motivator for using car-club vehicles. If in joining a car club you can get rid of a private car, there are significant cost savings in not owning a private car. That is not generally how people think about the cost of car use without any doubt and it has taken us years and we are still --

**Keith Prince AM (Chairman):** Sorry, Alistair. You have covered that earlier very well.

**Steve O'Connell AM:** Even I heard that debate earlier. Thank you for that.

**Alistair Kirkbride (Executive Director, Carplus):** Fine. All right.

**Keith Prince AM (Chairman):** That point has been very well made. Thank you. Assembly Member Copley, thank you for your patience.

**Tom Copley AM:** That is quite all right, Chairman. I will start by saying that I am a Zipcar member and it is very useful on the odd occasion I need to go to Ikea with a van, yes.

My question is on integration and I will start with James and work along. In what ways could TfL integrate car clubs into the transport system?

**James Taylor (UK Director, DriveNow):** There is a lot that can be done. There is a lot of interest around mobility as a service that has been talked about already today. That is where the user gets the best possible journey for the journey that they are making and that encourages multimodal use. We are keen to work with TfL to integrate more. There are challenges around being a commercial operator and that integration and we need to look at that. If you think of something like mobility as a service, there is one operator that controls that and determines the best route for the trip you are making. As a commercial operator we are trying to build loyalty and build that customer brand loyalty. We invest quite heavily in that. It is important that we still retain some of that as part of mobility as a service. However, in principle, we are very much for it.

**Tom Copley AM:** Do you think that car clubs should be an option in TfL's Journey Planner?

**James Taylor (UK Director, DriveNow):** Yes.

**Alistair Kirkbride (Executive Director, Carplus):** Yes, without doubt, not just TfL's Journey Planner but Google Maps, Citymapper and all the rest of it.

**Tom Copley AM:** Citymapper appears to be integrated with Uber and other things. It appears in there.

**Alistair Kirkbride (Executive Director, Carplus):** Yes, that is right, without doubt. This, again, is shifting from the idea of cars as a bit of problem to intelligent car use as part of the solution in London. That thinking is the thing that will drive this inclusion of different car models into journey planners and booking. What we need to get to is full booking and billing platforms and if not Oyster cards then contactless to book and open your car as well. It just needs the political will to do it.

**Tom Copley AM:** I was going to ask about Oyster. You think you should be able to use the Oyster card as well?

**Alistair Kirkbride (Executive Director, Carplus):** Yes. I can point to Leeds, Norwich, Nottingham, Exeter, Reading and all these other places that have smartcards and you can book and pick up your car - and in some cases your bike - all on the same platform as you can get on the bus as well. It can be done. There are technical difficulties but there are no technological barriers to it. It just requires the political will to do it.

**Tom Copley AM:** What about being able to book cars from any company on a single platform. James [Taylor] mentioned the importance of maintaining your individual brand, but if there was a single platform where you could book from any of your companies would that be useful?

**Alistair Kirkbride (Executive Director, Carplus):** We looked at this specifically two years ago. The idea of car clubs being interoperable is a nonstarter. The idea of a 'Car Clubs UK' aggregator so that you can just join that and use any car club is not going to happen. Most of the operators are keen that their services are integrated into journey planning and travel planning services. That is the solution to it. That is the best solution because that means that cars from whichever operator can be chosen as appropriate for a journey alongside other modes for that journey. That is the Holy Grail. It can be done. It is probably not far away but just needs to be done.

**Tom Copley AM:** Jonathan or Ed, did you want to comment on the question of integration?

**Jonathan Hampson (General Manager, Zipcar UK):** I have probably not too much to add from those guys other than to say that awareness is still a big issue for car clubs. Whilst we have made huge strides, there are a lot of people who have no idea what car sharing is as a solution. If you can bring it into the fold like another form of public transport the lines between what is public transport and what is private start to blur a little bit. If we could present that holistically to Londoners and say, "Here are all of your options, including the car" - whether it be simple things like car-sharing bays with the TfL roundel and "car share" - it gives it a bit more credibility and brings car sharing into the mix. At the moment we have public transport modes with car sharing as this slightly strange annex to the side that lots of people have not heard of. We could just bring it into the fold a bit more.

Equally, mobility as a service is going to happen. As a Londoner I do not want multiple apps to get around. I want one that is going to tell me the simplest route to do any kind of trip. For us it is about who is going to provide that but car clubs have to be a part of that mix. I could have one transport account and I can get into a car club car, I can get into bike share, etc.

**Ed Gillespie (Co-Founder, Futerra):** Just building on that, firstly, there is an opportunity for a public-private partnership in transport that actually works and delivers for people. However, in terms of the competitive element and bringing different people under the same banner you then become part of a much bigger pot and a much bigger market. If it is integrated under TfL Oyster, whilst every company wants to retain its own identity and develop its own loyalty, you are then part of a much bigger pool of potential customers and everyone is integrated into the same system.

Helsinki has done some really interesting work in pioneering genuine integration. You can now buy bundles for your transport which give you free citywide public transport, 100 kilometres of taxi journeys and a number of kilometres of car sharing or car club as well. You are getting the whole thing on one card and you know you have this capacity, which really, again, changes this cultural mind-set about mobility as a service. That is the key thing. You do not become wedded to the economic dependency of a car because you have bought the bloody thing and so you are going to use it. In the same way, the Citi Bikes acted as a brilliant intervention and people suddenly realised they could hop on a bike and make some of those journeys that they would usually sit on a bus for.

**Tom Copley AM:** Very good.

**Jonathan Hampson (General Manager, Zipcar UK):** Can I just make one add-on point to that? One of the reasons I have heard for that kind of thing not to happen here is because, if we make it so simple for people to use a car, suddenly everyone is going to start jumping in cars when they would otherwise use public transport. I do not see it like that. Londoners are actually quite rational about how they get around. The most common question I get asked is, "Did you come to this meeting in a Zipcar?" No, because it would take so long to do it. The opportunity here is to make something compelling and to get people out of private cars, and not to worry that there might be some trips when people might use a car when they did not previously use one. Keep your eyes on the bigger win rather than being paralysed by fears about everyone jumping in cars.

**Tom Copley AM:** I just wanted to move on to the subject of driverless cars and whether you would consider introducing those into your fleets. Jonathan, can I ask you?

**Jonathan Hampson (General Manager, Zipcar UK):** Yes, certainly. As I said, there is a huge debate as to when driverless cars will actually properly pervade. Tesla might say 2021 and others will say it is ten years later than that. I am still far from clear as to when driverless cars are going to become a reality. We certainly can foresee a day when all the modes start to converge; basically a taxi is the same as a car-share vehicle and they

all effectively become one. It is who is going to provide those. We can foresee a day when we are fleet operator and people can either choose a self-drive car and book a Zipcar to drive themselves or, on the same app, an autonomous-drive vehicle and they do not drive it. We as an operator know how to operate a fleet and we can definitely see ourselves offering a mixture of both. When? To be honest, I have no idea, but we can see that day coming.

**James Taylor (UK Director, DriveNow):** I completely agree with that. If you look at autonomous vehicles, they are likely to be shared and they are likely to be electric. We are already offering a fleet of shared vehicles that are electric and we have a membership base and so we can act as a bridge to adoption of driverless technology as and when it is available within London. We are helping to bring people into that. --

**Ed Gillespie (Co-Founder, Futerra):** Just to add to that a slight curveball, it is also going to be disruptive for all sorts of other services because you have to service an electric vehicle only every 500,000 miles. Once we have autonomous electric vehicles we are going to see garages, mechanics and everyone else going out of business, too.

**Ed Gillespie (Co-Founder, Futerra):** There are ripples of disruption that come out from this and it is coming fast.

**Tom Copley AM:** Interesting.

**Alistair Kirkbride (Executive Director, Carplus):** How much work is currently being done on the potential impacts of autonomous vehicles? There is a suggestion an awful lot of money is being spent on very pretty pictures about how neighbourhoods are going to look once we are all liberated through autonomous vehicles. Believe me, the emperor is not wearing any clothes on this one. The only way we are going to get the benefits of autonomous vehicles is through fairly clear political will to make sure they are used appropriately. That means that they are shared rather than one person calling their autonomous vehicle to come to their door to pick them up because that will definitely generate an awful lot more traffic that does not currently exist. The potential for autonomous vehicles to reduce a lot of the impacts of cars is very high and the sharing of that as a resource is clearly one part of it, but that is probably not going to happen if the market just leads it. That will require political intervention to make sure that they are used appropriately for public benefit. Jonathan [Hampson] is absolutely right. What is the boundary then between - let us use today's language - a car-club autonomous vehicle and a taxi autonomous vehicle? It is all going to blur. However, it requires some fairly clear thinking from a policy point of view to make sure that those vehicles are introduced in a way that is to the public benefit rather than adding to the problem of cars on the road.

**Tom Copley AM:** Presumably, the disruptive effects would probably affect taxis and private hire vehicles as well.

**Ed Gillespie (Co-Founder, Futerra):** That is why they are all trying to develop them. Uber has huge plans for electric vehicles and others will do the same because their biggest overhead is the cost of the driver.

**Caroline Pidgeon MBE AM (Deputy Chair):** The biggest 'overhead', yes.

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

**Caroline Russell AM:** Yes, sorry. I am slightly just going back to the integration with the transport system. I am someone who joined Zipcar probably about 10 years ago when we got rid of our second car of the household and then four years ago we got rid of our main car and so we are now fully car-free. I live in inner

London, in Islington, and so there are so many alternatives. In fact, we very rarely even use a Zipcar because, as Jonathan says, it makes no sense to use a car in central London because it is slower than most of the other ways of getting around. I sometimes talk to people who live locally and ask, "Why do you still keep a car? It sits there parked week after week and you use it only to go out of London occasionally to somewhere where there is not any public transport".

I am just wondering if any work is going on at rail hubs around the country to provide car-club cars for people who are car-free now in London - and there are quite a lot of them - who do sometimes want to go to places where there is no public transport? They are quite happy to make the majority of the journey by public transport and get to Sheffield or wherever it is by train but then want to have access to a car so that they can get to the places they are trying to get to near Sheffield that do not have public transport.

That is actually one of the tipping things that would make more people give up owning a car. At the moment, they are just hanging on by a thread. They still own it, but they use it only to go to Ikea once every three months or to drive out of London very occasionally.

**Jonathan Hampson (General Manager, Zipcar UK):** Yes, I speak to the same people. It is so frustrating because we are so nearly there in terms of our ability to persuade them away but they are hanging onto it for the one occasion they have in their minds when they might need it.

There is some work going on. For example, I know that Virgin Trains partnered with the Enterprise Car Club to offer cars at stations up the East Coast Main Line for exactly that point. You would take a train for the majority of your journey and then the car-club car acts as the last mile.

The challenge is trying to create enough critical mass of people who want to do that to warrant the cars, but we have also spoken to a number of rail franchise bidders that are doing similar things. Again, it is about trying to present it in a really compelling way when people are booking their trains, "Do you need a car at the end of your trip?" It needs to be presented quite holistically. Otherwise, when we have done it before, we have not seen the level of demand to warrant those cars. I certainly see the need, but we as an industry have not quite cracked it yet.

**Alistair Kirkbride (Executive Director, Carplus):** Yes, it is happening but it is not happening enough. That would be fair to say. Most main cities now have carpool vehicles near the main rail stations. That would be fairly fair to say.

In my previous role I worked for the Lake District National Park Authority. We put cars at the three West Coast Main Line railway stations for exactly that and we monitored it to death. Yes, people were coming to the Lake District for a weekend on the train and picking up a car at 11.00pm at night at the railway station when they would not otherwise be able to get a car. It was effectively used, though, as rental for the weekend. This is the blurring between a car club and rental. It is another blurring of boundaries. It means that people can get off a train when the rental place would normally be closed and still pick up their car using the account that they use in their day-to-day life, I suppose. Yes, that was indeed it. It was done to save the carbon of the main part of the car journey that was not needed. Someone needed a car at the far end and so why were they driving 250 miles as well just to get there? It is happening; it is not happening enough.

**Caroline Russell AM:** Thank you.

**Keith Prince AM (Chairman):** To quickly wrap up, do we think that car clubs are receiving the support they need from TfL and the boroughs? What more could they or should they do, just very quickly in a nutshell? James?

**James Taylor (UK Director, DriveNow):** We work really closely with boroughs and Jonathan [Hampson] has already said that they are challenged for resource to implement some of these things as quickly as we would like.

The bigger challenge for us is the collaboration between TfL, the boroughs and the Mayor to give some real direction and clarity on how we can expand car clubs across London and get the benefits for all Londoners.

**Keith Prince AM (Chairman):** Thank you.

**Jonathan Hampson (General Manager, Zipcar UK):** I would say that we do not think that we get the support. To start with the basics, do we believe that we as a city are really trying to tackle the car and how we want to use the car going into the future? Our view on that is: no. I do not see any concerted effort towards us tackling that issue. I do not see a direction that comes from here to TfL to develop those kinds of policies that then filter down to how they can support our industry. We are not doing enough.

Stuff has been done and I do not want to take that lightly at all. TfL has supported car clubs over the years. TfL has supported car clubs over the years. It was integral in putting in some of the fixed bays we have at the moment. However, if you sit it in the context of some of the challenges we face as a city we need to do an awful lot of more. I do not see anything that will lead to that happening right now.

**Jonathan Hampson (General Manager, Zipcar UK):** I must say I am very grateful to TfL because it has been funding us through the car club annual survey for quite a few years. We are very, very grateful for that on one level. On another level - and it is the point I raised before - TfL needs to strategically endorse new models of car use across London rather than hiding about car use. I know that is politically really difficult but that is what is required. In the context of this meeting we think various models of car club are the solution. It is the enabler of being able to talk about cars for a 21st century world city. We could speculate but none of us really understand why that has not been endorsed and embraced by TfL. That is the main thing that needs to happen.

**James Taylor (UK Director, DriveNow):** Agreed.

**Jonathan Hampson (General Manager, Zipcar UK):** That needs to happen - I am digging inside Ed's brain as I am saying these things - with very confident public support for the idea of car clubs. It is with that support that people and businesses would feel confident and almost be given a licence to feel that using those services is for them in the same way that using other public transport services, walking and cycling is for them. It needs that fundamental coherent endorsement at a London-wide level for the use of car clubs.

**Ed Gillespie (Co-Founder, Futerra):** He said it pretty well. To echo it slightly, it is about shifting the mind-set. This is another element of an integrated public transport mix. We have to get out of the mind-set of different modes of transport competing for road space and competing with each other. It is about different modes of transport collaborating and being co-operative with each other. Mobility as a service is the key to unlocking that. That needs to come in a visionary way. How do we see transport functioning within the next ten years in London? It should be this collaborative mix coming together.

**Keith Prince AM (Chairman):** Brilliant. Thank you very, very much indeed, gentlemen, for your time and imparting all your knowledge. It has been very informative and very helpful. Hopefully we can nudge the Mayor in the right direction in relation to car clubs with the information we have gathered today. The meeting will continue but do not feel obliged to hang around. Thanks again.

**Transport Committee - Wednesday, 14 June 2017****Transcript of Agenda Item 8 – Car Club Strategy**

**Keith Prince AM (Chairman):** Welcome Councillor Julian Bell, the Chair of London Councils' Transport Environment Committee. We have met before, Julian, so it is nice to see you again. Also welcome to Lilli Matson, Head of Strategy and Outcomes in TfL. I do not think we have met before but nice to see you today. This is the second section of the meeting. My colleagues and I will be asking you a few questions. I do not know if you managed to see much of the earlier meeting with the actual car club organisations. I apologise for the slight delay but they had quite a lot of interesting things to say.

I am going to begin with TfL's car club strategy. What progress has TfL and London Councils made with their car club strategy?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** Thanks very much for the opportunity to come along and talk about this. The Car Club Strategy to which you refer was, in fact, a joint exercise. We came together as a coalition with the operators and industry representatives you just talked about. Really it is a jointly owned initiative that we have been taking forward together with them. Alistair [Kirkbride] and others were outlining some of the work they have done. In terms of the work that was particularly for TfL to take forward we are obviously funding Carplus to hold a number of initiatives each year to bring boroughs together to provide direct technical advice to officers in terms of the deployment of car club bays. We are developing new toolkits, for example, for the deployment of electric vehicles. We have also taken forward a number of the actions regarding improving the TfL website and the offering that shows around TfL car club operators. You can now get information in terms of bays and links through to the operators' websites. Some of the other actions to take forward sit with the operators, Carplus or the British Vehicle Rental and Leasing Association BVRLA. Jointly we are moving it forward.

There is still a lot of work to do. Membership has gone up. You will be aware there was a target set within that document, informed by work that Zipcar had commissioned, to achieve a million members by 2025. Membership has gone up around 30% over the last two years. That is encouraging but we need further and faster acceleration. Some of the policy issues and things we will talk through here will delve into how we would like to address that.

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** First of all I should declare an interest in that I am a member of Zipcar. From the borough perspective car club coalitions are continuing to have meetings. We feel there is a need to improve the focus of those meetings. We have talked about the need for a car club charter and also looking to provide models of best practice for boroughs. Again, that is something we are looking to try to do, possibly by the autumn of this year.

Certainly from the borough perspective there is more work that needs to be done in terms of different models and how they operate, particularly flexible models. Boroughs have recognised that there are some advantages to flexible models and some are already actively hosting those. However, broadly we want to see more independent data on those. That is probably it at this point, other than to say that clearly the aspirations of the Car Club Strategy, of substantially increasing the numbers of car club members and 50% electric by 2025, are really good ambitions. Again, it is about making sure people know about those, are focused on those and are seeking to drive them forward and achieve them.

**Keith Prince AM (Chairman):** Thank you very much. Why do you think TfL and London Councils want to promote car clubs and do you know how this will feature in the upcoming Mayor's Transport Strategy?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** TfL has worked with the boroughs to support car clubs for a long time, well over ten years. Supporting it through direct advice and research as well as through the Local Implementation Plan guidance. The reason we have done this is, although it is not dead certain from all the research and monitoring, that where you do get the evidence back it does show that car clubs can be a really effective mix of improving people's transport choices. I am sure the operators informed you of different statistics in terms of the increased use by car club members in terms of public transport choice or walking and cycling. Certainly my experience of talking with other European cities is car clubs are seen as part of the urban mobility mix. That is why we have been promoting them within London.

Within the Mayor's Transport Strategy you will have already seen the direction the new administration is setting with a City for All Londoners or Healthy Streets for London, the two documents that have previously been published. They are very strong in terms of reducing car dependency in London and promoting a really strong shift to walking, cycling and public transport. Therefore the Transport Strategy that you will see published later this month will be articulating that in a lot more detail. Obviously I cannot go into that here but within that car clubs will have a strong role, albeit we need to understand in which parts of London we need different types of mode shift.

We already have very high sustainable transport use in areas like central London. It is already nearly 90% in terms of sustainable transport. Therefore we have consistently had conversations with car club operators around the particular benefits we see in exploiting opportunities in outer London, in particular, where we feel that car clubs, as part of a broader sustainable transport mix, could really help reduce car dependency. Indeed, I was involved in a project a number of years ago in Sutton and in Richmond, the Smarter Travel programme, where we were actively promoting, advertising and leafletting households around the benefits of car clubs. It is within that kind of context, a sustainable transport package, in those kinds of locations that we think this could really play a role.

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** As I have said earlier, there is a mix in terms of enthusiasm from boroughs for different models. There is a need for more independent research to back those floating car club models. It is clear, as Lilli said there is a difference between inner and outer London. My Borough has most of its car club use in the Eastern part, in Acton and around Ealing. We are less well endowed with car club vehicles in the further reaches of the Borough, to the West, in Greenford and Northolt. It is a case of working with the car clubs to provide the infrastructure and make sure there is the opportunity for people to realise that this is the right way forward. We are fully behind it. We hope the Mayor's Transport Strategy is as behind car clubs as the boroughs are and London Councils. It clearly is part of the mix for a sustainable transport system. Clearly, even with the floating models, the evidence does seem to suggest there is a reduction in car ownership and usage.

**Keith Prince AM (Chairman):** Thank you. Have there been any changes in policy on car clubs since the new Mayor was elected that you are aware of?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** As I said, the Mayor's Transport Strategy will be published shortly. This sits within a broader policy around urban mobility. The Mayor's Transport Strategy, when it comes out, will be articulation of the new policy. There has not been a specific change in policy on car clubs with that policy development.

**Keith Prince AM (Chairman):** We may see something in the new transport strategy --

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** The new Transport Strategy is very ambitious and will set a new direction in London. I was sitting listening to some of the comments at the end about what some of the operators are hoping for, I very much hope it will help give people the direction they feel London needs on that.

**Keith Prince AM (Chairman):** Thank you.

**Caroline Russell AM:** This is a section looking at the impact of car clubs. The question is for you, Lilli. Obviously we have seen broad evidence about car club use reducing the number of people owning cars in London, which reduces pressure on parking, has all the other benefits and means people are less likely to travel by car for local journeys. We have different models of car clubs. We have fixed bay where you get a car, do a trip and then bring it back to that same fixed bay. We also have the floating DriveNow model as well. To what extent do you think these one-way car clubs, where you can park anywhere you like, encourage people to drive more than using other sustainable transport modes?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** As part of last year's annual survey of car clubs we worked with Carplus to include specific monitoring questions around that. The evidence they would be including in that was largely drawn from the experience of DriveNow's operating in North East London, so it is obviously regionally specific and specific to that operation. It was not exactly similar but did seem to parallel the findings of the fixed point car club model, i.e. the type of people using the schemes were also citing increased public transport, walking and cycling. There is a wide range of evidence here. I have the evidence pack here for our Car Club Strategy.

In some cities, such as Seattle, it perhaps was not as positive in the short term and there was some evidence of reducing public transport use. It is why one of the findings of us working with the coalition was to set up this monitoring framework and to encourage all operators to be as open as possible with the data on that. We are now working closely with Bolloré which is due to launch its models - which is not quite free-floating because obviously it goes back to one of their bays - in Hammersmith and Fulham at some point this month to try to get the data from that and do some real follow-up on impacts. We do need more evidence on that. In summary, there seems to be broad support that they are demonstrating similar benefits to other schemes but we do need to do some more evidence around that.

**Caroline Russell AM:** To be clear, what is the evidence-gathering process? Presumably there are other businesses wanting to set up free-floating car clubs. The current DriveNow one is a contained area. I understand from their data that a lot of the journeys follow routes that are not well served by public transport. That shows it filling in a gap in public transport. Are you doing that kind of analysis to see where the journeys are?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** We can get access to the data so, yes, we will. That is why we are partnering, to get the data.

**Caroline Russell AM:** At the moment that analysis is not going on in terms of TfL doing it?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** Not with what you are saying in terms of the DriveNow data. With the new scheme going live we would be looking to get that evidence. That is exactly why in the Car Club Coalition Strategy BVRLA and Carplus are tasked with setting up

a monitoring framework to gather that evidence, to put it out and make it available not just to TfL but to boroughs and everyone else as well.

**Caroline Russell AM:** The decision-making process for this, does it sit with TfL and the boroughs or does it sit mainly with the boroughs?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** In terms of those decisions about whether to allow it onto those streets, that is entirely with the boroughs.

**Caroline Russell AM:** Does the Mayor have any strategic oversight of the expansion of car clubs?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** Yes. That is a really good question because in terms of TfL's role here on behalf of the Mayor the most important thing I would argue is in terms of the strategic policy framework; the championing, if you like, that Jonathan was mentioning in his closing statement. That is a role at a strategic transport authority level.

We only control 5% of the road network. Most of that is the main roads in London where there is very, very limited parking. In terms of physically being able to help the car clubs provide locations, that is not something we can do. Promotion, journey planning type stuff, the policy framework, technical advice to boroughs and the use of our website are all areas we have been exploiting and using. We are trying to direct the boroughs, as much as we can, through the Local Implementation Plan guidance. The day-to-day operational decisions are entirely between the boroughs and the car club operators. It does make a complex landscape which is not the same as many of the other European cities you will have heard about, such as Paris and Berlin. I spend a lot of time talking to these cities. They usually control almost all the road networks which means a city-wide decision is a lot easier. That is not the landscape we have in London.

**Caroline Russell AM:** Do you have enthusiasm from the outer London boroughs? That seems to be the area where we have fewest car club members at the moment so presumably there is potentially there for reducing the number of cars on the road.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** There is. That is probably where Julian can better comment on behalf of the boroughs.

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** Certainly I know there are plans for outer London boroughs in the West to set up a DriveNow floating model. Broadly there is enthusiasm for car clubs across the board, whichever mode it is. The concern boroughs had for the floating model was that it did not replace commuting on public transport on radial routes. The evidence DriveNow are presenting shows, as you say, there are more orbital journeys taking place. There is always a cry in the outer boroughs for more orbital public transport. There is potentially an opportunity to fill the gap that is clearly there for orbital routes. As I have said earlier, the key for boroughs that are a little bit more cautious than some of those that have already taken up the free-floating model is to have independent research that confirms what we think is probably the case.

**Caroline Russell AM:** Is that independent research likely to happen or are we looking at this collaborative approach that Lilli was talking about earlier?

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** We have looked at whether or not we, as London Councils, can commission some research along those lines. It will be

money well spent by us to do that. We would want to work with TfL as well in terms of commissioning that research.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** That is not to say we are not continuing to fund the Carplus annual survey every year which is providing hard data on what is happening with schemes that are in operation. That provides a really good longitudinal look at the data over recent years and includes, obviously, those using free-floating models.

**Caroline Russell AM:** Presumably the data you look at would also be looking at whether there is any discouragement to cycling, and also whether there is discouragement from using public transport with these free-floating models?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** In terms of the survey questions it should pick up those, yes.

**Caroline Russell AM:** OK, thank you.

**Tom Copley AM:** This is to Julian, to what extent are boroughs supportive of providing parking spaces for car clubs?

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** We use our planning powers, particularly for new developments, quite extensively now to make sure we promote car clubs. I have to say we are also working on cycle clubs in new developments. It is commonplace in new developments that you would have a policy whereby new residents in those developments are not able to buy controlled parking zone permits in the surrounding streets. Therefore if they wish to have access to a car the best and most convenient way for them to do that is through a car club. That is cited on the development and we provide spaces for that to take place. There is an issue of boroughs going back after a development has been built out to make sure the planning decision that was made to provide those car club bays has been actually implemented. That is really important.

Certainly my experience in my Borough is that, although there is often significant pressure on residential parking spaces generally, we can normally eke out the necessary bays for car clubs. We have had them in Ealing since the late 1990s. It is now part of the fabric of a Borough to have that network of car club bays.

**Tom Copley AM:** I know this will vary but how many car club bays would you have per unit, for example, compared with if you were providing ordinary parking for residents?

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** Off the top of my head I could not give you an answer. I am happy to get back to you on that.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** The current balance is around 60 members per car club car. One of the commitments within the strategy is that operators look to increase the efficiency of use to around 100 members so you are getting a lot more potential users per car. That involves obviously increasing the density of members in an area. It needs to work at both ends, with operators trying to drive the membership to the car ratio as well, so we can build towards that target without necessarily needing exactly the same number of spaces as we might have previously done.

**Tom Copley AM:** What do you think the Mayor can do in the London Plan to increase the number of spaces? What support would you like to see there?

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** We want to see some enthusiastic support for car clubs and the promotion of them. Obviously the boroughs will work closely with the Mayor and his team to achieve that. We are all faced in the same direction. The points made in the earlier session about integration of car clubs into the whole suite of public transport is key to that. I would reiterate everything I heard earlier about those integration points.

**Tom Copley AM:** Do you think car clubs are placing any pressure on parking provision, particularly with the one-way model, is that a concern?

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** The way that operates is the boroughs decide which controlled parking zone areas they will allow floating car club users to park in so we retain that control over where they are dropped off. That allows us to avoid the areas where it is absolutely saturated, there is not the space and to put them in places where there is the capacity. Clearly there are always challenges. My understanding is, for those boroughs that are operating the floating car club model, given you have that flexibility to park within any part of a controlled parking zone it works.

**Tom Copley AM:** Thank you.

**Shaun Bailey AM:** I would like to direct my comments to increasing membership. We have a target of a million car club users by 2025. How likely do you think that is to be met?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** It requires a lot of commitment from the operators, boroughs, London Councils and TfL to work towards that. As I said, we have seen the membership grow by 30% in the last couple of years. That takes us slightly off the trajectory of reaching the target but it is not that far off. It is frustrating for you that we are having this conversation in advance of the Mayor's Transport Strategy coming out. I hope that will better set the policy and strategic framework for the development of that moving forward. I also - and did in the context of working in a coalition - challenge the operators, as they have a key role in terms of marketing themselves and raising awareness. We have undertaken a number of focus groups to try to look at the potential for this and membership awareness is still very low amongst Londoners. Things like using our website, as we are doing, using it in a strategic sense and talking about it as part of the solution is really important. Part of the solution also rests with the operators themselves in terms of getting their product known.

**Shaun Bailey AM:** Do you think these car club sharing apps should be integrated with TfL more? Is there more you could do? Should I be able to book on your website and seamlessly book on one of these apps as well?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** TfL does not enable journeys to be booked on its website now anyway. We obviously have the Oyster system and contactless is increasingly the means by which people pay for journeys within London. We have had loads of conversations over the years in terms of whether it makes sense to integrate - previous to contactless - into the Oyster system. In the last big conversation we had around it we asked operators to set out a consistent customer offering they might want to have those discussions on. If you are integrating it into Oyster there would be significant costs involved that we would not be able to cover because of state aid rules. The operators themselves would need to be able to cover that. To a degree we, as a business, are moving towards contactless.

The issue is more around the role of apps, the role of public information and journey planning. I was spending some time sitting in the audience looking at Citymapper which is obviously the kind of app a very large number of Londoners use as well as Google Maps, both showing a multitude of different transport options. They do not currently have car clubs on them. There is a question of how can the car club operators also work either with those app providers or with TfL. We are very interested in that but, not to make it sound difficult, it is quite complex. Our role as a state body is quite constrained in terms of what we can do.

**Shaun Bailey AM:** Have you considered any financial incentives to help increase car club membership?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** Through the Local Implementation Plan TfL has funded fixed car club bays for a number of years. We are enabled to do that. As a public body we are not enabled to directly fund incentives to private companies.

**Shaun Bailey AM:** No, could you do it for Londoners? Could you make Oyster cards cheaper if you have given up your car and become a car club member, or something along those lines?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** I was listening in earlier and there is a live discussion around what you have been calling mobility as a service in terms of travel packages and their role in modal shift. That is a really live conversation we need to take forward. I do not have any specific proposals to set out for you now but it is something worth thinking about.

**Shaun Bailey AM:** To jump about a bit I will address these comments to Councillor Bell. To what extent are car clubs being used to replace Council Authority fleets? Is there any evidence that is being done?

**Councillor Julian Bell (Chair, Transport and Environment Committee, London Councils):** It certainly is. My Borough uses them. We have car club bays within our own Council carpark. Our main office is next to the town hall. I know that is common and most boroughs do that. We need to push it more and have more usage. One area where there is probably a gap at the moment is in terms of commercial use and all the white vans. There is an opportunity on whether there is a role for car clubs in trying to share some of that commercial white van traffic that is clogging up our roads. The boroughs need to be leading the way on how they use those types of vehicles for some of their housing repairs and all of those kinds of things. It is being done but more could be done.

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

**Dr Onkar Sahota AM:** I want to talk about driverless cars and any discretion TfL has had with the car clubs about the introduction of these into their fleets.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** No, I have not discussed that specific issue with the car club operators. As one of the earlier participants was saying, most of our conversations to date have focused on promoting electric vehicles. In a way that is probably a more urgent issue for us to address, particularly as we have the commitment to 50% car club vehicles being ultra-low emission by 2025 and in terms of the air quality crisis we are facing in this city. We have certainly been discussing that. We are developing a toolkit for the boroughs to help them with technical information, such as how to retrofit car club bays in terms of charging. We are working together with London Councils and the Greater London Authority (GLA) on a project called the Ultra Low City Scheme. That is about electrifying a number of both residential and car club bays across London. For the moment that has been my intention.

We have had broader discussions within our strategy development around autonomous vehicles but it has not specifically focused on car clubs.

**Dr Onkar Sahota AM:** What is your assessment of the impact of autonomous vehicles on the car club policy for London?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** We need to future proof our transport policy to make sure we are able to adapt and able also not to lose many of the benefits we gain from our current transport system. I talk about that in all of its modes; in terms of walking, cycling, active travel and active travel as part of accessing public transport. Unless we look at regulations on how we use space all of those could be compromised by the use of autonomous vehicles. The Transport Strategy is looking to establish some principles by which we would manage the introduction of that kind of technology.

**Dr Onkar Sahota AM:** Thank you.

**Caroline Pidgeon MBE AM (Deputy Chair):** I will pick up something from earlier. The operators were saying what their ask would be of TfL; it was clearly things like wanting to be on the journey plan that you just discussed, being able to potentially book things through there and all that sort of thing. Is that really the role of TfL when these are private companies? I am being devil advocate here because generally in our discussion we are quite supportive of car clubs. However, they are private companies there to make a profit. Is that your and the boroughs' role, to effectively be promoting these companies through your websites and the like?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** Currently they are not on Journey Planner. You would have heard in my response to Assembly Member Bailey that the fact they are private companies does raise significant limitations in terms of the role we can play in investing in or promoting them. Nevertheless there are lessons to learn from other European cities where they have developed urban mobility models as part of a wider package, perhaps linked to low-car housing. Not core within the Journey Planner but where you are talking about travel packages or travel solutions for particular areas. There are some reasons why we do not have them as part of our core Journey Planner now. In the Transport Strategy we do believe they have an important role to play within the areas - and I have talked earlier about outer London and certain locations - where we believe they could reduce car use. However, we are constantly treading that line between what is the right supportive role for us as a strategic transport authority. I think we have that right now.

To recap, we are making information accessible on our website, we are helping the boroughs with technical advice, we have funded the provision of car club bays to date, and we are funding the industry body that helps collect this information and makes that information available to help everyone be informed and make the right kind of choices. I believe that has been the right approach to date. Obviously the fact you are looking at this in detail means you will, I am sure, come up with some good suggestions about what we might do more of.

**Caroline Pidgeon MBE AM (Deputy Chair):** What clearly came from the operators was that they wanted a strong political direction and strategic endorsement of different models as part of the transport offer. Is that something we might see in the Mayor's Transport Strategy next week?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** You are going to see a very ambitious strategy for London, which car clubs are part of.

**Caroline Pidgeon MBE AM (Deputy Chair):** That is really good to hear. You keep citing certain cities around this new model. Which cities particularly do you think we should be looking at?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** I know previously operators were talking to you about Berlin. Berlin is a city that has had quite extensive car club use. Similarly Paris obviously has its own model of electric vehicle car club use. There are less members of that than there are car club members in London now but it gives you an alternative model. If you talk to Parisian counterparts they will suggest that it has been quite important in particularly raising the visibility and acceptance of ultra-low emission vehicles. For each city you can take particular benefits and particular issues that may have arisen with deployment. I speak frequently with the cities of Berlin, Paris and Amsterdam as the main ones, and Vienna.

**Caroline Pidgeon MBE AM (Deputy Chair):** We had Helsinki mentioned earlier in terms of their integrated ticketing and finance.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** They have really been innovative in terms of developing that kind of travel package and mobility as a service. It is a slightly different thing. It is a really interesting initiative in terms of communicating with citizens about what your wider travel options are. That is something I would love to do some more work and thinking on. That is definitely something we should be thinking about. We may come up against complications in terms of actual deployment but Helsinki's innovativeness in terms of integrated ticketing is really interesting.

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

**Dr Onkar Sahota AM:** Picking up on that, TfL is acting as an operator of services and also wants to be the fair player. Is Helsinki a city where the transport system is operated by the Local Authority rather than being a city that has provided the best solution for citizens? There is a conflict for TfL being an operator of services and also trying to be a fair broker of the best solutions for the residents in any given journey. Are we seeing this conflict in other cities too?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** We are not developing Helsinki's model at the moment.

**Dr Onkar Sahota AM:** No, exactly. I am saying TfL has a conflict when at one level it is a provider of transport services and at the same time is trying to be a broker of the best option for any given journey. You are saying because the companies are private operators it causes certain conflicts for you.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** I hope I am answering the right question.

**Dr Onkar Sahota AM:** Hopefully I am asking the right question.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** TfL plays many roles. Obviously we work with the Mayor's office to help set the Transport Strategy. Part of that is objectively trying to look at what we believe the right transport strategy is for the city to grow sustainably and to deal with some of its environmental and social challenges. We put out guidance and advice on that which a number of different operators - whether private companies, boroughs or different stakeholders - will then, through their own local democratic processes or governance processes, implement. We are also a public transport operator. I do not see that there is a conflict of interest there.

**Dr Onkar Sahota AM:** Assembly Member Pidgeon asked a question why we should be promoting them if they are private companies. I am asking the question the other way around. Why should we not be promoting it if that is the best solution for a given journey? That is the question I am asking.

**Keith Prince AM (Chairman):** Bus companies are private companies, are they not?

**Dr Onkar Sahota AM:** If a given journey is best provided by a company, why should you not be giving this information to your citizens?

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** Are you thinking within the context of Journey Planner in particular?

**Dr Onkar Sahota AM:** Yes.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** That is a fair challenge. It is quite technically complex to have that kind of information.

**Dr Onkar Sahota AM:** We have heard it has been done in other cities. We know the technology allows that to happen.

**Lilli Matson (Head of Strategy and Outcome Planning, Transport for London):** You can include the distance of journey by car, yes. I do not know, we should take that away and look at it. It is a fair point.

**Keith Prince AM (Chairman):** Thank you very much indeed. Nice to meet you and thank you for your contribution. Councillor Bell, good to see you as always.