

## London Assembly Transport Committee – Wednesday, 15 May 2019 Transcript of Item 9 – Tram and Bus Safety in London – Panel 2

**Florence Eshalomi AM (Chair):** Thank you all very much for joining us. This is the second part of our meeting and the focus will be on bus safety. Just to introduce our guests, we have Claire Mann, Transport for London (TfL) Director of Bus Operations; Stuart Reid, TfL Interim Director of Vision Zero; Sinisa Cica from Unite, who is the Chair of the London Advisory Committee; Tony Wilson from Abellio Bus Company, Managing Director; and Tom Kearney, who is the founder of #LondonBusWatch and the Transparency & Corporate Governance Campaign. Welcome to all of you this morning.

I am going to start with some of the questions on this section and I am looking at the data from the last quarter in TfL, which is from September 2018 through to December 2018. There were over 1,098 injuries related to buses, quite a high figure. Of that, 10% related to people killed or seriously injured (KSIs) and there were four fatalities in that period, which is a very small window for four fatalities. There are still a number of deaths on our roads.

In that quarter, 32% of all bus-related KSIs were vulnerable road users. What more do we think needs to be done to improve bus safety in relation to that key group? I will start with Claire.

**Claire Mann (Director of Bus Operations, TfL):** It is fair to say that it is absolutely unacceptable that people cannot go about their business using the bus network or walking around and cycling on London roads for fear of being hurt. Clearly, the numbers that we talk about are quite stubborn in terms of where we are with fatalities, for sure.

In terms of serious injuries, that number is too high. We launched the Bus Safety Programme in 2016 and there are many workstreams within that programme. It started off with six key areas and as time has gone on because the programme develops as we learn more and more about the issues, we have around 10 workstreams.

One of the key issues we have in terms of onboard injuries is how we can prevent people being harmed on board a bus. We talked earlier about the skill of a tram driver. In terms of the skill of a bus driver, driving around London's roads, the amount of congestion and various contradictions and issues they have to face every day is very challenging. We need to find a way to ensure that people travelling on board our buses, which is what the majority of those numbers come from, can be protected because, very similarly, if we have somebody stepping out in front of a bus or a potential collision incident, the driver has to react to that. Often, many of these injuries are as a result of the driver braking to avoid an incident and people falling on the vehicle.

We are looking at the interior design of the vehicle as part of our Bus Safety Standard (BSS). We are also looking at what we can do to enhance customer behaviour on a bus and make sure people are travelling safely. You may be aware that we did trial an announcement last year which did not necessarily go down very well. It was my claim to fame in terms of how that went.

We did another trial more recently in Bromley and Bexley which is an area where we have a higher number of onboard slips, trips and falls. We targeted announcements every 10 to 12 minutes which were a bit more

nuanced in terms of asking people to be careful when they are moving around the vehicle. This was received very positively by the community. We need to keep working in that area in terms of on bus incidents.

In terms of the broader issue of the stubbornly high numbers of fatalities on the network, in October 2018, we launched the BSS, to which many people here came, or were certainly invited. This is the new design of a London bus.

In terms of how we eradicate fatalities, through Vision Zero, we know that people make mistakes and humans make errors all over and it is about how we make the environment more forgiving for those. The BSS looks at the actual physical design of the vehicle. It also looks at various countermeasures that can be put on in terms of technology to assist the driver. For example, advance emergency braking or automated emergency braking is something that we have in the plan for the future for buses. If there is an object in front of the vehicle or a person that comes out in front of the vehicle, the vehicle will stop. It is quite a difficult technology to put on to a big London bus where you have people standing at the side of the road waiting to board a bus. It needs to be able to work out when it needs to stop. That technology is still in production and development; technology like that, things like the design of the front of the vehicle. If somebody was hit by a vehicle, they would be deflected, and it is another way that we hope to reduce the amount of serious harm to people should they be struck by a vehicle.

We are looking at devices for drivers. If they, by mistake, put their foot on the wrong pedal which can happen, and has happened, there will be an indicator light on the cab dashboard that will advise them that they have put their foot on the wrong pedal. We are looking at various different things to see what we can do to make the challenging role of a driver easier and protect our vulnerable road users which is our biggest challenge.

**Florence Eshalomi AM (Chair):** Is there anything you wanted to add on that, Stuart?

**Stuart Reid (Interim Director of Vision Zero, TfL):** All I would say is that across London as a whole, we absolutely recognise that the burden of death and serious injury resulting from collisions on the roads is unacceptably high. The stats data for 2018 are still provisional and are still being validated. Across London, there will have been over 4,000 deaths and serious injuries on the road network specifically. We are determined to drive that number down as part of the Vision Zero commitment that the Mayor has made, and we have made.

Vision Zero is not a brand new idea. It has been in development and in delivery overseas since as early as mid-to-late 1990s. There is a fairly well established and validated way of thinking about how to achieve reductions in deaths and serious injuries starting from the point which Claire has already mentioned which is that human error is inevitable. People are not perfect and cannot be perfected, therefore, we have to create a systemic environment within which people can make those errors without them being catastrophic.

The Vision Zero framework - and we have set this out in our Vision Zero Action Plan for London - covers appropriate speeds, safe speeds, street design as it were, the stage upon which people act out their behaviours, the design of vehicles and the behaviour of people within that set of context.

The Bus Safety Programme, as set out, aims to make progress in each of those areas, therefore, the intelligent speed assistance, the speed monitoring as part of the speed pillar. Street design is something which we are looking at improving in a much broader context, not just around the bus safety theme but around a safer junctions' programme, a healthy streets' programme to create safe environments for people to be in.

The bus driver training, which I am sure we will come on to, is about the behaviours of drivers and their hazard perception, etc. We have a robust and internationally validated framework within which to develop this. The specific tactics around buses within that framework are tailored to the way the bus network operates and the fact that we have more influence over buses and bus operations than we do over some of the other vehicles and vehicle types and people travelling around the network.

**Florence Eshalomi AM (Chair):** Is there anything you wanted to add in terms of perhaps from the driver's perspective?

**Sinisa Cica (Convener, Unite):** Yes. While I agree with my colleagues so far, any injury on our bus network is one too many. What we quite often overlook is those people driving our buses and the stress and the fatigue they are put under, long hours, short breaks, pulled into the manager's office on a weekly basis on every little complaint. These days, it is very easy for anyone on the bus to phone up and complain about a driver stopping two feet before the bus stop, stopping two feet past the bus stop, etc.

We liaise with TfL. We have tripartite meetings where we are trying to put our ideas forward. We feel that the union has been seen as a tick box exercise and we feel that we are the experts in this field. If anyone can come up with ideas to influence safety, it is the bus drivers themselves.

Being a bus driver these days is not a job that we are proud of and this shows in the shortage of people applying to be bus drivers and a shortage that companies have to deal with.

**Florence Eshalomi AM (Chair):** From an operator's perspective in terms of how we improve safety for these vulnerable groups?

**Tony Wilson (Managing Director, Abellio):** There is probably more change going on now and more effort for change than there has even been in my 40 years in the industry. There is a lot we have probably assumed over the years that is now being challenged, a lot about shift patterns, about how drivers get fatigued and stressed. We are getting more and more information, almost daily, weekly of all those extraneous factors.

Vehicle design is being transformed and the manufacturers are being challenged to come up with new ideas. We have new players coming into the markets with new technologies. There is a massive amount going on and TfL should be applauded, if nothing else, for challenging the industry, challenging us as operators, challenging the manufacturers, suppliers and developers of new technologies that we have never thought about before. This fatigue issue, the piece of kit that sits on the trams is now only one example of what you can get out there to look at fatigue. When that first started, there were not many options. Now there is a lot more options and there is a lot more information being thrown into the pot for us all to consider.

For example, and Sinisa [Cica] will probably back me up on this, we have tried for many years to put shift patterns in places that drivers want to do. The drivers come and say, "Well, I want to do permanent earlies. I want to do nights. I want to do this and that". Some of the thinking now is we need to protect them from themselves because some of those choices are not working. Someone who works permanent nights and they say they have childcare responsibilities and we say, "OK, that is fine. You go home and you look after your kids but when do you sleep?" There is a whole host of stuff that is coming at us. All I can say is through my experience and my particular company, through talking to colleagues in other bus companies, through what we do in the bus operator's forum, we have a specific safety meeting, there is so much more awareness.

From an operator perspective, nobody wants to go out there and kill or seriously injure people. The genuine aim from the operator fraternity is we know we have to get better. At the moment, we are not quite sure how. There is so many different things we have to get grips with.

Collision rates get challenged. We are seeing collision rates increase as road space is being reduced and we get more cyclists. All those different things are not helping in the process but there is a genuine will from the operators to make it better in many ways.

**Florence Eshalomi AM (Chair):** Tom, something you wanted to say.

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** Looking at bus safety, there are three things. Transparency, accountability and leadership, especially in corporate governance. If you recall, you may not notice, but the reason why TfL publishes its bus safety data every quarter is because I started campaigning back in my hospital bed. When I started looking for the data, none existed. We had the press report yesterday from GMB, which showed in the last five years, the average of people hit by buses is three a day. The average KSIs is four per week. That is based on TfL data. The reason why we know that is because I survived and decided to do something about it.

If you look at the data from 2018, three bus companies which constituted 46% of the bus fleet of TfL are involved in 54% of those injuries, three bus companies. There are 10 bus operators. Three of them, specifically Arriva, ComfortDelGro - which is Metroline - and RATP, are basically the top three. The reason why I wanted data published is because precisely you have stat granularity. I am not accusing these companies of being worse or better but now that we know that those companies are involved in the most collisions, you can then begin to research. Maybe it is where they are operating. Maybe it is policies they have.

I have seen in Metroline that it shows a 14-hour minimum on a shift that has been agreed by the union. I said to myself, "If you are on a 14-hour shift and you are commuting an hour each way, that is 16 hours". That leaves you eight hours, or less than eight hours to be with your family and then, guess what? If you have kids that are awake or you have issues in your neighbourhood or whatever, you are getting five hours sleep. Those guys are being rostered five, six, seven days in a row.

The issues raised by the Unite representative are true. Fatigue is a huge issue. We heard on the last session with trams, fatigue, fatigue, fatigue. Personally, talking with bus drivers, and being in contact with bus drivers from many unions across the country, fatigue driving is their single biggest worry.

**Florence Eshalomi AM (Chair):** OK, thank you. One of the things that we saw in that data which you rightly pointed out is interesting and good to delve into was the fact that a number of the bus related injuries similar to the ones on the trams were as a result of slips, trips and falls. Is there more that could be done to address this? We touched on the Vision Zero element but is there a lot more that could be done apart from the announcements?

**Claire Mann (Director of Bus Operations, TfL):** We mentioned announcements. It is very difficult with announcements not to annoy people. Quite a few people said, "I know the bus is going to move and obviously I am going to hold on". It is not that obvious. We talked earlier about technology and people's mobile phones and bags and they are just distracted. There is the customer approach and the whole behavioural issue.

We are looking at the flooring on the vehicles as well as part of the BSS phase one, which has now been published. The anti-slip flooring nature needs to be just right. In terms of not being able to slip but not

causing harm should you because it can be too rough is a very fine balance. We are looking at the floor and we have specified that now.

I do not know if Stuart [Reid] wants to talk about the general Vision Zero approach. It is about how we train our drivers as well. Stuart briefly mentioned the new driver training we have which is just about to kick off. We have called this driver training Destination Zero because it feeds into the Vision Zero approach. We have worked very closely with the union on the development of the training. We have looked at technology to make sure that if we cannot get every driver out on to a bicycle to give them the feeling of what it is like to be a vulnerable road user, we use 360° technology to show them what it looks like to be sitting in the bus also as well on a bicycle next to a bus that passes closely and as a pedestrian.

We are trying to give the driver the sense of how we all we need to play together to ensure that we create a safe environment. That also introduces the issue around passengers on board the bus and if you have to avoid a collision, how you do that in the best possible way.

As Sinisa [Cica] rightly said, it is very challenging for drivers. I absolutely feel this. I used to work in the rail industry and drive trains and I know that you could focus on the line ahead, you had no distraction from traffic, you did not have to deal with the customers, and you could focus. It is not like that for a bus driver. There are so many factors that affect the ability to concentrate. Our job, through training, development and technology, is to make it as easy for them to be able to deal with all these challenges.

Sinisa [Cica] also mentioned the tripartite meeting. I came into the role a couple of years ago now and I know that that meeting has been happening for some time, but we are starting to really get into discussing how we can do more for the wellbeing of our drivers as well. We are just about to launch a health bus, a bus that will go from garage to garage and give health advice to drivers in terms of wellbeing, what they can do.

Also we mentioned fatigue earlier. You will know that we have commissioned Loughborough University to do some fatigue research. We have just got the initial findings of that back now, so we will be publishing that in the summer when we have been through it, we have gone it with Loughborough University and we have understood what it is telling us. But that research has involved Unite the Union and our bus operators in TfL very closely to ensure that everybody understands that what comes out of that will not be comfortable for anybody, actually. We are all going to have to decide what the best approach is going forward, because it is about the employer, it is about the employee and it is about how we understand how individuals are and all the different factors that bring together fatigue. It is about us all doing stuff together, so it is going to be very challenging, but we need to take action.

When the research was launched, one of the first things that happened was Loughborough University looked at all of the literature available on bus driver fatigue. There is hardly anything out there. This has not been done before. We are leading the way here, because we realise we do not have enough data and evidence as to what the issues are. The research has gone into lots of different elements to really start to pull out what we need to know. I am really pleased that we have done this, but we know that the road ahead in terms of getting the right outcomes is going to be long and it will be challenging, but we need to do something about it. All of these things add together to ensure that we protect the public, the drivers and the customers from harm. I am really excited but it, but also nervous about the challenge ahead, it is fair to say.

**Shaun Bailey AM:** Just to quickly talk about the 14-hour driver shifts and the three companies with the highest collision data, has somebody done an analysis on that? Is it because of the routes they drive; is it

because of the contracts that they give to their employees? When are these incidents happening? Are they at the beginning of the shift, the middle, the end? Are they in the day, the night?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** TfL does not publish this data. This was published by GMB. TfL does not publish any data on its website that shows this type of analysis. This was done by the union.

**Shaun Bailey AM:** OK. Does this analysis exist?

**Claire Mann (Director of Bus Operations, TfL):** Obviously we publish quarterly statistics, which will tell you by garage where incidents occur. What Tom refers to is the facts of the matter. In terms of operators in London, Tom mentioned some of them are working in very constrained central London areas, others --

**Shaun Bailey AM:** Sorry, just to stop you, I do not want to focus on the operators. I want to focus on whether that data exists. I might even understand why TfL does not publish it, but does the data exist that looks at where the incidents happened, which company is involved, what time in that driver's shift is involved? It strikes me that if you are trying to make a change around safety, they are the fundamentals, are they not? Who is having an incident, where, when and why, does that data exist?

**Claire Mann (Director of Bus Operations, TfL):** For every incident that involves harm, there is an investigation which will determine all of those factors. The driver report will say when it happened, what shift they were on, what location it was at, so all of that information exists. When it comes to serious injuries, we have what we call a Notification and Investigation of Major Incidents (NIMI) process and the investigation is very deep in terms of how we understand the root cause of what happened that day. TfL also reviews that investigation in conjunction with the operator.

**Shaun Bailey AM:** Again, I am not accusing anything, I am trying to --

**Claire Mann (Director of Bus Operations, TfL):** No, that is fine.

**Shaun Bailey AM:** Then what is done with that data? How does that play into your Vision Zero? If I listen to you speak, it sounds like the data exists, but it is not being used. I am asking you how is that data informing your next steps?

Let me add something else which is slightly tangential, because I ride the bus all the time. I was not involved in this announcement trial. I am a fairly mobile person and I liked that announcement, so I am not sure why it does not happen anywhere else.

The other thing that strikes me on the bus is all the hard points there is to hit. I understand the temptation to have lots of poles so that I can hold on so I do not fall in the first place, but then of course I fall against these poles. It strikes me that the bus cushion does not wrap all the way around a chair, so my head will connect with the hard part of the chair. How come these simple things are not being looked at?

**Claire Mann (Director of Bus Operations, TfL):** They are. In terms of the interior of the vehicle, the way we structured the BSS - this is about all of the things you mention in terms of the design and the materials - is we looked at all of the police data on serious incidents that had happened on the network. We got to root cause and then came up with a set of countermeasures to prevent those things happening. In terms of the first stage of the BSS, that has addressed all of the immediate things that we know we need to do to try to

prevent serious harm. The interior of the vehicle and the actual materials we used for the poles etc is part of the BSS. We do not yet have the solution, so we have gone out to the industry, the manufacturers and the market and said, "Tell us how we can prevent this issue" because we know there are various different coverings. Things like the height of a seat is something that can cause injury, because people are going over and back with a lower seat. We are looking at all of that as part of the continued research, so the manufacturers and the industry are looking at interiors. The one thing we could do quite quickly is specify an anti-slip flooring, so that is what we have done, but in terms of developing the next level of interior design, that is what will come into the next phase.

**Shaun Bailey AM:** Sorry, I am trying to help the Chair out and be quick. Your answer has satisfied me, but I want to understand, you have this data about where, when and why the accidents are happening. Are you using that to speak to any operator particularly about what they should be doing next?

**Claire Mann (Director of Bus Operations, TfL):** We launched a year ago a Safety Performance Indicator (SPI) or index for each separate bus operator across London, which is an index which has got 41 different measures within it, which gives us the health of that operator in terms of their safety performance. The results of their performance in that period are put through the system to come up with their performance index. My performance team and safety team go and speak to the operators to discuss their results in terms of their performance, but also we run an assurance programme where every quarter the safety team go and they assure those results. In terms of an audit process, where in the past we might have gone and checked the processes, we do not do that anymore.

We go to the operator, we meet with some drivers and some garage managers and we say to them, "Can you tell me the last time someone spoke to you about safety? Can you show me some evidence of the briefings you have had recently?" We test the processes and procedures through an assurance programme, so when we meet with the operators, we talk about their actual performance in terms of what happened that month, if the trend is going up or down and where are the hotspots. They tell us where the hotspots are, because they have the data, which they did not have in this amount of detail before. We then talk about their assurance and whether or not that is becoming healthier, because of course we can have a period where you have an unfortunate set of circumstances, but if your underlying processes and behaviours are improving, that should bring a betterment in the end. Then we challenge them for action plans where we are not comfortable with that.

I was going to ask Tony if he could comment at the end of this - because we do it to you - in terms of that relationship, what it is like.

**Tony Wilson (Managing Director, Abellio):** Yes, on your point about the granular detail of incidents, certainly we have - and I am sure my colleagues in other operations have done - looked at time of day, time in shift and all that sort of thing. It would have been fantastic if there had been some direct correlation where we could have said, "It was always at the end of shift after they had done 12 hours." It was completely randomised. It was extraordinary. There was no clear pattern, unfortunately, which was not very helpful.

One of the other questions that may come up, incentivising safety, how do the operators act in the right way, what strictures are put on us to force us, if you like, to look at it the right way, the SPI has done possibly more than even maybe it was intended to do in terms of not having a direct incentive, but what other mechanism could you put in place so we get operators doing the right thing? The SPI, across its 40-odd different key performance indicators (KPIs), a huge basket, if you like, we - and I know my colleagues - are out there trying to improve each one of those measures to get our SPI index score up. Now, I can say for ourselves we have

seen a steady increase over time, which is exactly what it was designed to do, but across the network we have also seen an increase. It is focusing our minds on the right things. You cannot just go and cherry-pick; you have to do all of those measures. It is no good being brilliant in three and rubbish in the rest. You have to tackle all of them.

**Sinisa Cica (Convener, Unite):** I was going to ask something in regards to what Claire [Mann] said about how they are consulting drivers. We have never seen drivers being consulted before at the garages about any sort of safety. The problem we have with the drivers, rather than being educated, they are being punished about everything that happens out there. That is a big problem because when you have someone who has done 10 years of driving without any problems and then they get involved in a serious collision, usually the cure for that from the operating side is to push them through the door, but that impacts every other driver. Their people are very unhappy, they are seen as numbers, expendable, and they do not feel respected. If we change that and we start looking at more initiatives on educating our drivers, the safety will improve.

**Tony Wilson (Managing Director, Abellio):** As an operator, I would disagree with that. I am sure there are pockets of it and I can fully understand it, but that is not a blanket scenario.

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** The SPI, Caroline [Pidgeon MBE AM] asked for that a number of times. TfL publishes bus performance based on timeliness, not on the SPI. I would say, as someone for transparency, it should be published every quarter and visible to the public.

**Claire Mann (Director of Bus Operations, TfL):** We will be publishing that this quarter with the quarter 1 results.

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** You have had it for a year, though. You have had it for an entire year now.

**Claire Mann (Director of Bus Operations, TfL):** OK. When you are bringing in a new indicator, like we did in TfL two years ago for the TfL bus network, in terms of our whole operation, you need to bed it in and ensure you understand what the data is telling you. We have done that now; we have the data. We have had a year of it running. We can see that there were some tweaks that needed to be made to make sure that the baskets were weighted effectively. We have now done that and we are in a position to produce that going forward.

**Florence Eshalomi AM (Chair):** You will be able to publish a whole year then, since you have the data?

**Claire Mann (Director of Bus Operations, TfL):** We will be ... yes, we have a year. Yes.

**Florence Eshalomi AM (Chair):** That would be great if we had that. Assembly Member Bacon.

**Gareth Bacon AM:** Thank you, Chair. I will be as quick as I can. I am going to go back to the statistic that Mr Kearney gave earlier on. I think you said it was 54% of incidents were with three bus operating companies out of 10.

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** It constituted 46% of the bus fleet.

**Gareth Bacon AM:** All right, yes, but 54% of the incidents. Is that what you said?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** The KSI collisions.

**Gareth Bacon AM:** That was the first question, the KSI question. Assembly Member Bailey asked you, Ms Mann, whether the data, bus company by bus company, exists. I did not quite get the answer. You did say that obviously you investigate every single incident and you do it very thoroughly; that is fine. The question that was being asked - and certainly the answer I wanted to hear - was whether you keep that data bus company by bus company. Do you?

**Claire Mann (Director of Bus Operations, TfL):** In terms of incidents that happen, yes, we have it by bus company, but we do have it by garage and so by garage indicates bus company. Yes, we do.

**Gareth Bacon AM:** Fine, OK. I am a bit of a layman at this, hence me not automatically making the distinction.

**Claire Mann (Director of Bus Operations, TfL):** That is all right. No, that is fine.

**Gareth Bacon AM:** You do not publish that data?

**Claire Mann (Director of Bus Operations, TfL):** No.

**Gareth Bacon AM:** Is there a reason for that?

**Claire Mann (Director of Bus Operations, TfL):** Hold on, now I am getting myself confused. Can you help me, Stuart? We do publish garage data, do we not?

**Stuart Reid (Interim Director of Vision Zero, TfL):** Yes, I believe we do. The data is collected for every single incident. It is not the only input. We have the data from our own investigations, we have safety concerns raised by the public and we have data from the police. What we aim to do is sort of integrate all of those things and some of the operational practices like risk audits that are carried out by the operators which identify points of hotspot locations. All of that is put together to help us manage the safety of a route and ensure the drivers are equipped with the knowledge they need. Where there are patterns in that data, they then feed into the bus safety programme and indeed to other safety programmes. Again, this is provisional data from 2018, but collisions between buses and pedestrians account for 2% of the KSIs, whereas collisions between cars and pedestrians account for 18%, so in the broader Vision Zero context, we are looking at things like street design and hotspot locations, not only with respect to the bus, but also the broad safety outcomes.

**Gareth Bacon AM:** That is fine. What I was trying to get to was how deep the analysis of the bus companies goes because that is quite a startling statistic.

**Florence Eshalomi AM (Chair):** That is one of the things we are going to come on to next in terms of interrogating that database.

**Gareth Bacon AM:** In which case I will hold fire, Chair, and perhaps I will come in on that off the back of that discussion in a moment.

**Navin Shah AM:** Chair, if I may, on this issue about connectivity of bus safety data systems, I believe TfL operates an Incident Reporting Information System (IRIS). You have STATS19 and you have the Case Overview and Preparation Application (COPA). Can I raise a question as to what progress has been made to make these three more compatible? The issue was raised in our Transport Committee report in 2017 that there was logic in amalgamation of STATS19 and IRIS. Can you comment on that, please?

**Claire Mann (Director of Bus Operations, TfL):** Just from an overview point of view, the STATS19 data is far less in terms of incident data than the IRIS data, because the IRIS data is everything that is inputted to our system. STATS19 would only pick up what the police report at the time of a serious incident, whereas IRIS is every incident that the operator has reported in. It is a bigger dataset. In terms of bringing the two together, that is where the challenge lies. I am going to hand over to Stuart because he has been doing a piece of work on the data piece specifically.

**Stuart Reid (Interim Director of Vision Zero, TfL):** Yes, absolutely. STATS19 is a nationally-defined dataset, so the police collect it, according to instructions from the Department for Transport, which is set out in a companion document called STATS20, which sets out specifically what is and what is not to be included in that dataset, we, as a highway authority, are obliged to collate that information and publish it. STATS19 specifically excludes certain things. For example, if there was a collision and one of the people involved in that collision dies more than 30 days after the incident, STATS19 excludes that as a record of a fatality. If the collision is determined to be as a result of a suicide, that is excluded. If the collision takes place off the public highway, for example, in a car park or on private land, that is excluded, and so on. There is a whole series of nationally defined elements to STATS19 and we are obliged to report on that basis.

As Claire says, IRIS is much more comprehensive. For example, where STATS19 would require us to exclude the record if it was determined that the incident was as a result of natural causes, IRIS would incorporate it, whether or not. IRIS is a more comprehensive database. It is our database and we are able to go deeper into it. We have looked at the scope to amalgamate the two, and to be frank, the two datasets are not compatible. They are different sets of data collected for different purposes by different agencies according to different criteria, because the police, in collecting their information, are primarily collecting information to determine whether a crime has been committed and to inform the coroner. We are carrying out a related but different investigation to understand how we can act, how we can respond, how we can get to the root of that particular incident. The risk is that by amalgamating the dataset, you make them both useless, because they are not directly compatible.

**Navin Shah AM:** If I can pick up an issue which you are reviewing as well, and that is to do with the correlation of hospital episode data, where there are some difficulties. Can you elaborate on that?

**Stuart Reid (Interim Director of Vision Zero, TfL):** Yes. Hospital episode data is another dataset. It is collected by the police. On a project-by-project basis, we have attempted to follow a specific incident through the different datasets. What we have found is that it is almost impossible to track the majority of incidents all the way through because there is no - it sounds a little bit bureaucratic - common identifier, there is no mandated identifier that says, "This incident that happened we are going to call '1B'" and that identifier will follow the data right the way through the entire process through the National Health Service (NHS), beyond into rehabilitation and so on. What we actually find is a great deal of effort has to be put into accuracy, even of the STATS19 dataset, because an incident may happen, somebody may appear to only be slightly injured. They may then develop complications; their medical status may change or vice versa. Even at that relatively limited level, there is a great deal of effort and time goes into trying to produce accurate STATS19 records and

the conditions do not really exist to enable us to track an individual all the way through the NHS and back into normal life beyond.

**Navin Shah AM:** We have these obviously very specific data systems, which are technical and complex in their own way. How can this system be made more accessible as well as easier to understand for our stakeholders, for example, and other operators?

**Stuart Reid (Interim Director of Vision Zero, TfL):** We publish annually the confirmed STATS19 records for the whole of London for all qualifying incidents and we publish that both as a report and as a dataset. That is already out there, but the data issues are complex. One of the things that we are looking at is how we spend less time talking about the data as a set of technical considerations and more about the core of the issue, which is that real people are being killed on the roads.

**Navin Shah AM:** It is about safe journeys, it is about --

**Stuart Reid (Interim Director of Vision Zero, TfL):** Yes, so we are looking, for example, at whether we develop a much simplified data dashboard that allows any member of the public to review how we are doing without needing to delve into the details of what is included in STATS19 and what is not. At the end of last year we experimented with this borough by borough level and we took the data for every London borough for 2017, which was a completed dataset at that point, and turned it into a dashboard for that borough, which identified what the trend was in that borough, who was being injured and in what types of incident they were being injured in and really tried to simplify it, because it is very easy to dive off into sort of discussions about the statistics and lose the point of it.

That dashboard, on a borough by borough level, was something that we took a conscious decision to promote quite widely, so we did not just send that to road safety officers, we sent that to borough leaders, we sent it to elected members to say, "Look, you need to know what is going on in your borough", and we were sort of emboldened by that. We are now looking at what we might do in a more public-facing way that kind of cuts through the tables full of figures and the trends and so on and tries to explain the story in a more straightforward way.

**Navin Shah AM:** That is good and very helpful and interesting. The question is while the borough and local community leader representatives are made aware of this, are you also making, for example, local public transport user associations, stakeholder groups, etc, aware that this data is available in the manner that you mention?

**Stuart Reid (Interim Director of Vision Zero, TfL):** All of those borough fact sheets have been published on our website. We have a lot of engagement with stakeholders across all sorts of domains and most of the stakeholder groups with which we have direct contact are fully aware.

**Florence Eshalomi AM (Chair):** Thank you. I am going to bring in Assembly Member Pidgeon, but I wanted to come back on the point that Assembly Member Bacon raised re the individual bus companies and why that information is not readily available.

**Stuart Reid (Interim Director of Vision Zero, TfL):** We publish aggregate information at garage level. There is a broader discussion. What we are trying to do - there was discussion in the earlier session about a just culture - is find the right balance between engaging the bus companies, the bus operators, bringing them in, having frank discussions and encouraging them to be transparent and open with us, versus disincentivising

them to be open and transparent with us. Our position is that the data which we put out on our website is accessible for the kind of information that was released yesterday by GMB. That was based on our data, but we are trying to move a culture here and so we are trying to find the right balance between understanding the problems and working with the companies versus exposing them in a way which may not reflect the full circumstances that they are operating in.

**Florence Eshalomi AM (Chair):** Assembly Member Bacon, quickly.

**Gareth Bacon AM:** Yes, off the back of that answer, I would like to ask Mr Kearney what his view of that answer is.

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** I met Mike Brown [MVO, Commissioner, TfL] once in March 2018. He deigned to meet with me and Gareth Powell [Managing Director of Surface Transport, TfL] and I asked him specifically, as a former listed company director and as a director of companies now involving safety and industrial, I said, "As an industrial manager and board member, I am obligated to know what is going on in my company. If unsafe behaviour is taking place, I am obligated to do something about it or I go to jail in the jurisdiction where I am a director. What is preventing TfL from mandating the bus companies to be much more upfront about sharing this data?" He said, "If TfL did not push them, they would not report it". I thought to myself, "Then you have a management issue. You have a corporate governance issue here". These companies are not malign. These companies are not bad. We have Tony Wilson here for the second time. I do not see Metroline, Arriva or RATP here, but it is probably worth having a chat with them or any of these other companies.

There is a corporate governance issue here and that statement from the Commissioner was chilling, that if TfL is incapable of getting companies - which it contracts 100% of their income - to report, we have a safety culture issue. I do not feel I have it from Abellio because he is here and this is the second time I have seen Tony [Wilson] and also I met him at a Conference on Computational Intelligence, Robotics and Autonomous Systems. It turns out Abellio does very well relative to its percentage of buses and its situation is improving. I cannot say that for all of them.

**Claire Mann (Director of Bus Operations, TfL):** Can I respond to that? In terms of accountability for the safe operation of each bus company, clearly the Managing Director (MD) of that bus company takes that responsibility. In terms of the safe operation of London bus operations, I take that responsibility because we let the contracts to the 10 operators that run those services. It is a London Bus with TfL around on the side of it, operated by a private operator. Every single injury and fatality hits me personally because that is my operation, as far as I see it.

In terms of responsibility and accountability, Tony [Wilson] is here. Tony came to the last session. It was suggested it would be a good idea if Tony returned to talk about the progress that has happened, but when I meet with the bus operators, I have to say over the last two years the absolute change in culture in terms of sharing between MDs of what they are doing to improve safety has shifted fundamentally. When we first started out on this journey perhaps three years ago, there was a safety meeting that occurred, but it was talking about data and trends, but there was not really any discussion around the table about what we are doing to change this. What I see now are MDs from all companies, and actually we go around the table until every MD talks about their latest initiative, sharing what is working for them. Do not forget, all of the bus operators in London are competing against each other for work in London, but when it comes to safety, it is fundamentally core that that needs to be given. It should not be an issue that you do not share on. We have now an established safety forum where people are coming forward and saying, "I have trialled this thing in my

operation. I do not know how it is going to go. It works for us". Another operator may say, "Well, I am not sure that is going to work for me", but it is being shared.

The other thing is in terms of safety innovation. We are trying to get operators to come forward with new ways of doing things because we do not have all of the answers. These groups are part of big owning groups that run rail and bus and there are lessons to be learnt across the industries. As I have said before, my background is rail, and when I came to bus it was different, but the emphasis on safety from the operators was no different, it was the challenge was far more difficult. On the rail network you have an incident, you close the system down, you investigate, you get to the root cause. On the road network, it is very difficult to do that, so the change that we have brought in between the bus operators - who were absolutely up for this - and TfL is that when we have an incident, a serious incident, not necessarily just a fatality, but serious injury, we will go to the site within 48 hours together and we will look at that environment. Even if the driver is not at fault, which in most cases they are not at fault in the case of a fatality, we look at the environment and we say, "What could we do here to have prevented that happening?" That shared discussion between operator, authority and police is really important for me, because it is showing a different level of maturity.

Safety culture is about everyone prioritising this and coming to work with that in mind. We need to make sure, to Sinisa's [Cica] point, that drivers feel that we have a safety culture shift and that they are safe to report. That is where we are working towards together as well, because it is important people can say if they are concerned about certain locations on the network or certain practices. We rely on our operators to have that forum with their drivers, but also I have seen a change in the amount of information coming through TfL. We get shared a lot of information from Unite the Union because we have established a relationship which is tripartite, so we do hear more. I can see there is a shift in terms of the culture, but it is a really long journey. We have 24,000 bus drivers in London, 6 million passengers a day, 9,000 vehicles on our roads and it is difficult to get to every single person and really convince them that we are on that journey, but that is my role with the bus operators.

I feel that we are on the right track here, but we have an absolutely phenomenal way to go in terms of the amount of work to get all of these elements fitting together. The driver training that is just about to be launched is all about the driver and how we help them and they get a feeling for the challenges to our vulnerable road users, but we want them to have their voice about what they are concerned about and that gets fed back to the operators and we do something about that. I wanted to say all of that to put a bit of context around what I have seen in two years in terms of shift of focus, really.

**Florence Eshalomi AM (Chair):** Just to bring in Assembly Member Pidgeon, the last point on this one.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, I wanted to pick up the data issue and the accuracy of it. Are you absolutely satisfied that the data you are collecting details all collisions between buses and pedestrians? I will give an example. Last year I asked a mayoral question about incidents involving pedestrians using pedestrian crossings and buses. When I got the information, you had missed off a very high-profile horrible case of someone who has had life-changing injuries that have been all over the press. It was not even in the list. How can we have confidence that you have all of the accurate data?

**Stuart Reid (Interim Director of Vision Zero, TfL):** I am aware of the error that was made in responding to that mayoral question. That was a human error, but in fact the --

**Caroline Pidgeon MBE AM (Deputy Chair):** It was on your system, it just had not --

**Stuart Reid (Interim Director of Vision Zero, TfL):** The incident was on the system and had been investigated in the normal way, but it was not included in the answer to your question and that was a human error.

**Caroline Pidgeon MBE AM (Deputy Chair):** You have confidence you have the data, it is just reading that data in that incident you were not?

**Stuart Reid (Interim Director of Vision Zero, TfL):** As Claire [Mann] has said, we rely on the operators to collect and provide that data. We have come an awful long way in creating an environment within which they are they confident to provide that data. We can be more confident today than we have ever been, but there is never any ground for complacency. The data is done and we need to keep at this.

**Florence Eshalomi AM (Chair):** We are going to move on to improving bus safety. You have touched on the BSI and some other initiatives. This section is Assembly Member Prince.

**Keith Prince AM:** Thank you, Chair. Can I go back, though, to the point raised by Assembly Member Bailey and Tom [Kearney] in relation to domestic driving hours? Tony, can I ask you a question in relation to your own company? There are these domestic driving hours which Tom talked about, a maximum of 14 hours on duty. Do you have some similar --

**Tony Wilson (Managing Director, Abellio):** It is 16 hours on duty, actually.

**Keith Prince AM:** Sixteen?

**Tony Wilson (Managing Director, Abellio):** That is the legal maximum, yes.

**Keith Prince AM:** It is 15 hours for a heavy goods vehicle (HGV) driver.

**Tony Wilson (Managing Director, Abellio):** Yes, this is United Kingdom (UK) domestic rules. It is 16 hours.

**Keith Prince AM:** Can I ask you what the maximum hours are in your business, please?

**Tony Wilson (Managing Director, Abellio):** We do not attempt to schedule more than about 11. There are other legal limits as well that we and I know other bus companies all work well within. Over time, that has migrated more towards the middle ground, to be honest, so the extremes are not there in London operations, apart from in times of very heavy traffic congestion or disruption.

**Keith Prince AM:** Tony, your bus company has one of the better records. Do you think the fact that you do limit it to 11 hours contributes to that?

**Tony Wilson (Managing Director, Abellio):** To an extent. Although we do not have the final outcomes from the fatigue study, what we are now being challenged with is some different thinking, that length of shift is not one of the prime factors. It is time of start and breaks and all the other extraneous things that are far more challenging actually than the length of the day. As I say, the information that we looked at to think, "Were we getting all of our incidents at the end of the shift when people are either tired or they are rushing back to the depot because they want to finish?" We were not, actually. It is more in the first half of the shift and this is where --

**Keith Prince AM:** But this is for your company.

**Tony Wilson (Managing Director, Abellio):** No, we are pretty representative in the way we operate. There is nothing different. There are some geographical things, that in outer London you get fewer incidents than you do in central London and so you cannot do direct comparisons on companies. We have two companies, one in south central, as you know, and one in outer west London and they have different collision rates. The rates of passenger injury, on-bus injury, are much higher in outer London than they are in central London. Our single deck buses get far more on-bus injuries than our double-deck buses. You cannot draw direct comparisons easily. You have to aggregate the data and get something to really look at it.

Yes, there are far more questions actually than we are able to answer now about work patterns and length of day. As I say, length of day, it may be different from a tiredness point of view, but tiredness is not fatigue. That is what we are starting to learn a lot more about now, but really it is very early days in the bus industry, as Claire was saying. There was one piece of research in Sweden and that is about it for bus drivers. There is nothing else that has ever been done.

**Florence Eshalomi AM (Chair):** It is a new area that needs more investigation.

**Tony Wilson (Managing Director, Abellio):** Yes.

**Keith Prince AM:** If I can then turn to you, Sinisa, not wishing to repeat all that was said around doing the calculation on the number of hours you are left with after you have done a 14-hour shift, and no one actually mentioned about getting out of bed, having a shower and having breakfast, which would take another hour away. This Metroline agreement is done in agreement with the union.

**Sinisa Cica (Convener, Unite):** Yes, but unfortunately these agreements are very historical. They have been done, some of them, 15 to 20 years ago. Now when you are actually approaching the company from the union perspective and saying, "We feel that this is not right and we would like to have a change" they are not very forthcoming and willing to listen.

**Keith Prince AM:** Has Unite approached Metroline and asked them to reduce the hours and they are refusing to do it? Is that what you are saying to us?

**Sinisa Cica (Convener, Unite):** On many occasions, yes.

**Keith Prince AM:** That is quite a revelation. Thank you, that is very useful. All right. Can I move on then to Tony in relation to the trial you did with Mobileyes, which was quite successful? Hats off to you for doing it as well.

**Tony Wilson (Managing Director, Abellio):** Very successful, yes.

**Keith Prince AM:** That was very interesting. How did that work for you?

**Tony Wilson (Managing Director, Abellio):** It gave us a far more measurable result than we ever probably anticipated. We had just over 60 vehicles fitted with it over a good period of time, so it was about nine months or so that we ran the trial. You and Caroline [Russell AM] saw it in action.

**Keith Prince AM:** Yes, very impressive.

**Tony Wilson (Managing Director, Abellio):** It was a good sample size. We actually increased it during the period to try to include another route that had a high incident rate. We were trying to get a decent critical mass of incidents. That is a horrible thing to say, but we wanted to look at it on routes that actually had a problem. In the end, across the whole trial period and across those routes, we saw in excess of a 25% reduction in avoidable collisions, so that is where we have deemed that the driver could have done something different. It is not necessarily blameworthy or non-blameworthy, it is talking about the driver's actions as a professional driver, could they have taken a different set of actions; could they had done something to avoid the incident? We also saw a knock-on benefit, which we did not really expect, of a slightly higher reduction in on-board avoidable incidents, so people on the bus, we had less incidents of people falling over and hurting themselves. Yes, it is hard to argue statistically that it was not a success, that it actually had a meaningful outcome. Even if it was only a 10% reduction, it would have been worth doing. We have now decided, of our volition, to actually fit it across our whole fleet. As of yesterday, we had about 100 vehicles already fitted of our 700.

**Florence Eshalomi AM (Chair):** That is across all --

**Tony Wilson (Managing Director, Abellio):** Across all of Abellio's fleet in London. We only operate in London. By the end of the year we will have all of our 750 vehicles at that time fitted. We hope, clearly, that we can replicate that across our whole operation. If we get a 25% reduction, I shall be deliriously happy. If we got 10%, if we got 5%, if we saved one serious incident, arguably it would be worth it. Yes, it was a very successful trial.

**Keith Prince AM:** Yes, thank you. It is very interesting. Stuart, you are the director, are you not? Why are you refusing to mandate this across all your bus companies, seeing as we are having a 25% reduction in injuries on the road, we are having even more reductions on on-board injuries? You are going on virtue signalling around Vision Zero. You have an answer here: massive reductions in injuries. Why are you not mandating --

**Claire Mann (Director of Bus Operations, TfL):** I am buses, Stuart.

**Stuart Reid (Interim Director of Vision Zero, TfL):** I have to defer to Claire, who is the Director of Bus Operations.

**Claire Mann (Director of Bus Operations, TfL):** Sorry, is that OK?

**Keith Prince AM:** All right, OK. You said a few seconds ago that you feel every injury. Here I can help you save a quarter of the injuries.

**Claire Mann (Director of Bus Operations, TfL):** Absolutely.

**Keith Prince AM:** Why are you not mandating it?

**Claire Mann (Director of Bus Operations, TfL):** We are not mandating it because we launched a safety innovation trial last year. Mobileye was Abellio's trial. That has proven a success for Abellio in a small proportion of the fleet. Tony [Wilson] has taken a decision, which I support 100%, to fit it to all of the Abellio fleet. We have lots of trials happening across all of the operators of various technologies and we need to make a decision based on the future design of the bus and the technology we are going to put on it which we can

put into the bus specifically that all buses should be built by. The issue we have with immediately applying a new technology to the whole fleet is that as we keep layering on different technologies, without having the proper package of technologies to have the best result, we could bring in more conflicts and issues in terms of the technology, the burden on the driver and not really seeing the bigger picture. The good thing about the BSS is the first phase of the BSS has mandated certain things. The trial that Tony has mentioned and the Seeing Machines trial that is happening on RATP - and I believe GoAhead now are trialling the same kit - which is the tram system, once they come to a position where we are in the next phase of the BSS, which we launch at the end of this year to look at further technology, we can decide what the right model is we feel we need to be specifying because at the moment we could end up putting different systems on different vehicles and having too many conflicting systems.

Tony is going down that line because it has worked for Abellio. We need to look across the piece and make sure we have the right specifications. We are not stopping any initiative that is going to reduce injury, but mandating it to every operator or into the specification, we need to do that in a proper consistent way with the business case underneath. We will continue to develop and that is why things like the interior design is still in development. We know there is an issue. We need to find the right specification rather than going out and fitting different things and finding it did not work. I would criticise the way we might have done things in the past, where people have come up with an initiative and we have stuck it on a vehicle and then realised it is perhaps not working. We need a proper programme now, which we have started with the bus safety programme, which is evidence-based, relating to injury types, and we fit the right systems according to that. I am not saying that we will not go down the line of Mobileye, but at the moment we are not ready to say it is Mobileye for every vehicle. We have to be affordable as well in this.

**Keith Prince AM:** Are you not conflating two issues here? It is absolutely right that you do trials and so on about what a future bus might look like. I was in a car myself the other day and a pedestrian was walking across my front. I thought, "I will miss him by a mile". The car did not think so and the car stopped me, which is fine, but that is an expensive thing to retrofit, whereas the Mobileye product - and I am not selling Mobileye; there are probably similar products available - is for retrofitting and you can see a massive reduction in injuries and so on.

Yes, of course you should take the time in deciding what a future bus should look like, whether it has wraparound seats, interior design and so on, but that is for a new bus. We are talking about the thousands of buses that are running up and down London, injuring hundreds of people. Here we have a way of getting closer to Vision Zero with very little expense, relatively speaking, retrofitting the buses that are running now. I do not understand why you do not get that.

**Claire Mann (Director of Bus Operations, TfL):** I do get that but in terms of affordability in the round and the number of things that we have on trial, we need to make the right choices. For example, we will retrofit blind spot mirrors to all the vehicles as part of the first round of the Bus Safety Standard. We do have 800 vehicles with intelligent speed assistance (ISA) and all new vehicles will have that because the technology will be ready. Mobileye is something that has worked for Tony [Wilson] and so we will be really pleased to see that rolled out, but in terms of retrofitting we need to make sure that we have a proper programme from an affordability point of view. If you take each thing in isolation and say, "This is quite cheap, we will stick that on", there will be something else that will come along that might be good and then we say, "That is cheap, we will stick that on". We need a proper programme. We are not ready yet to say, "That is the right system to retrofit". I work closely with Tony and will update you on how the rollout goes, but we need to look at it across the round.

**Florence Eshalomi AM (Chair):** Just on that quickly, Claire, has there been any detailed analysis in terms of the cost if you were to go down that route?

**Claire Mann (Director of Bus Operations, TfL):** In terms of which route?

**Keith Prince AM:** Tony is the best to answer the question.

**Florence Eshalomi AM (Chair):** Rolling Mobileye out across the fleet.

**Claire Mann (Director of Bus Operations, TfL):** We have not investigated retrofitting Mobileye, no, not at this stage.

**Keith Prince AM:** Can I ask you then, Tony? Financially, is it worthwhile to save 25% of the injuries?

**Tony Wilson (Managing Director, Abellio):** We have built our business case on an assumed reduction in third-party claims costs, the costs from the people we injure. It is entirely possible that you could save a load of incidents where there was nobody injured. One of the realities is that we get far more people injured on the bus in non-collisions. It is a bit of a punt to look at it in a strict financial sense. We have convinced ourselves it will pay back, otherwise we would not have done it. There is a moral argument, clearly, and we do not want to go and injure people but --

**Keith Prince AM:** You believe on balance it is --

**Tony Wilson (Managing Director, Abellio):** On balance we think it is a good thing and that is why we have gone ahead with it. Whether we can replicate the same results across the whole fleet is open to debate at the minute because we do not know. We do not have the volume to work with.

**Keith Prince AM:** There you go, Claire. It is almost zero cost, effectively. I am sure that for a very small amount of money you could make it happen and save 25% of the injuries.

**Claire Mann (Director of Bus Operations, TfL):** Let us see how the rollout goes. As Tony mentioned, we need to build strong business cases for requiring different systems on the vehicles and we need a broader set of data to be able to do that.

**Keith Prince AM:** If I can come to Tom now, Tom, how have the bus safety programme and the BSS been received and what else should be included within them?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** Like I said, in one respect TfL probably has the most transparent bus safety, at least in terms of data publishing, in the world. That is 100% due to the London Assembly and myself getting on their case and making them do the work. That is good. There is a lot more that needs to be done and on transparency I would argue that the safety performance index being published would be very important. The route risk assessments or audits would be great to be published as well. People should know what TfL deem to be risks on routes and that should be published on the route data information.

Sinisa [Cica] pointed out that bus drivers are one of the key constituents here. They suffer. They have pretty substantial issues with collision injuries. I have some data that shows 370 collisions last year injuring bus drivers, at which 38 were hospitalised with serious injuries. This affects bus drivers too and bus drivers are a

huge source of information, a huge source of knowledge and a huge source of experience that is not being consulted at a detailed enough level. There are 20 bus routes in London that do not have 24/7 toilets for bus drivers. Now, in terms of safety, if you are getting behind the wheel of a bus that does not have a guaranteed toilet that already says it.

**Florence Eshalomi AM (Chair):** We are coming on to that.

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** That is fine. I was thinking that we talk about technology and we talk about all the great things when some of the basic things - as has been pointed out - need to be focused on.

**Keith Prince AM:** Can I ask you then, Tom, what do you feel are the top three things that would improve bus safety?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** Transparency. For example, we know every quarter there is the Bus Operators' Forum and that should be participated in, at least on an observation basis. If you are talking about the safety point, a Member of the London Assembly or a private individual, an independent person, should attend this. It is very important that safety is scrutinised on a regular basis.

Secondly, accountability. This is something that Caroline [Pidgeon MBE AM] and you have been pushing on. TfL does not have a bus operator's licence. Those are owned by the 10 bus operators. In some respects, TfL has no responsibility for the behaviour of any private for-profit bus that is operated on London roads. The Mayor has already identified the MDs of those companies as being ultimately accountable for safety. I want those MDs' contact details or those of the Chief Safety Officer of each company listed on the TfL website so that when you are on a bicycle, in a car or anything, when you have an incident, you contact a person at that company, not at TfL. If Mike Brown [MVO, Commissioner, TfL] says they are not getting the data or that they will be cut out of the loop, find some way to keep TfL in the loop.

**Keith Prince AM:** What is the reason for contacting them directly?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** Let me give you a good example. A friend of mine was nearly killed by a Go-Ahead bus and he sent in a claim or whatever to the TfL website where you put in the data. Also I gave him the contact details. Claire Mann was copied into this conversation as well. He had an immediate response from the bus company when he sent it to the Director. He has not had any response from TfL yet, from the website.

Bus CCTV data, as Sian Berry [AM], your colleague, asked, disappears in between four and ten days. It is owned by the bus companies as well. I experienced this myself. There was no CCTV evidence from any bus of my collision where I nearly died because it was over Christmas time and no one bothered to ask. I managed to get it later when I bugged the companies and things like that, but that was after I filed an **Independent Police Complaints Commission** claim and stuff.

The bottom line is that an individual who is seriously injured should not have to chase down people through Freedom of Information (FOI) requests and everything to try to get information about their near death. That is the issue. The bus company MDs have to be held responsible. They have to be contactable. If not them, then their Chief Safety Officer.

The last issue is corporate governance. A stakeholder of some sort needs to be on every single bus operator board for London. They can be observational. They do not have to be at all the meetings or all the incidents we are talking about, market-related stuff, but they need to sit in on any meeting where safety is discussed. Boards would be strengthened and companies would be strengthened by having individuals who were not related to the bus company or TfL sat on these company boards. That would be the cure.

**Keith Prince AM:** They would be *ex officio*, then? They would not necessarily have voting rights?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** People would apply for these jobs. You could not just be off the street. You would have real credentials. I think there are a lot of people in London who would be willing to serve in these roles.

**Keith Prince AM:** OK. In our report we have a graph that shows that bus collisions and customer injuries are going down per million miles. Do you have any views on that sort of thing?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** I do. I saw that recently. Since September 2018, TfL has been using million miles. They use a very large denominator. Prior to that, for four years or at least two years, TfL published different statistics that showed bus injuries increasing and collisions from bus injuries increasing. When you divide something by a million miles it automatically is going to reduce things, especially over time. The Boeing 737 Max plane got safer after it crashed in Indonesia on the basis of that logic. The more a thing travels, the more you can divide it and the incidents go down. This is a tricky and not very honest way. Dividing it by a million miles is not an even or fair way to do it. Do it the way that it was done up until June 2018. Show the actual numbers. That is the important thing.

**Keith Prince AM:** What did the actual numbers show?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** An increase every year since 2014. Falls in buses were slightly higher, London buses customer injuries in total were higher and London bus collisions were going up. But when you divide it by a million miles, like magic it just goes down.

**Keith Prince AM:** We are not getting very near to Vision Zero, are we?

**Tom Kearney (Founder, #LondonBusWatch, Transparency & Corporate Governance Campaign):** Well, you do, but you do it by changing the denominator.

**Florence Eshalomi AM (Chair):** Just moving on to some of the issues that both Sinisa [Cica] and Tony [Wilson] mentioned, bus drivers, who are crucial in all of this, we are going to look at how we engage them. We will move on to Assembly Member Russell.

**Caroline Russell AM:** Thank you, Chair. We are looking specifically at supporting bus drivers. In our report, *Driven to Distraction*, under recommendation 5 there were a lot of things around the working environment that operators can do to reduce the number of things that distract drivers and make it harder for them to deliver a safe service. These are things like everyday maintenance issues, things like mirrors being knocked off or being badly positioned and the provision of toilets. We asked for a review of radio contact procedures and also a review of best practice for bus infrastructure and design, which also was about how the street was designed,

the bus lanes and everything else, where the parking bays were in relation to bus routes. That was an attempt to listen to some of the stuff that drivers told us when they came into our Committee.

As a first question, and this is for everyone but perhaps Sinisa could start, how has TfL consulted with bus drivers on the changes being made to improve bus safety?

**Sinisa Cica (Convener, Unite):** To my knowledge, other than the tripartite meetings that we are holding with TfL, I do not see much consultation. Even there, the problem that we have seen from Unite's point of view is that it is a tick box exercise. You put some ideas forward. We do not feel those ideas are actually taken on board.

**Caroline Russell AM:** Is that taken on board by the bus companies, by TfL or by both?

**Sinisa Cica (Convener, Unite):** By both, in my opinion.

**Caroline Russell AM:** Is there an example of --

**Sinisa Cica (Convener, Unite):** For example, we were talking about standardising bus checks, which are very important in the morning. You have all these different companies. Some are giving you seven minutes. The others give you 10. Some give 15 minutes. This should be driven by TfL. TfL should be contractually asking the companies to have the same safe amount of time to check a bus before we take the bus out.

**Caroline Russell AM:** Does anyone else --

**Tony Wilson (Managing Director, Abellio):** Yes, that could happen. Clearly TfL could mandate our whole operating lives if they liked. You could go to any extreme. But each operator will have its own operator's licences and those maintenance arrangements are lodged with the Traffic Commission and are accepted as fundamental to maintaining that operator's licence. Certainly what we have experienced - and it is no different anywhere else - is that we are now far more attuned to the condition of the bus when it goes out in the morning and we are far more attuned to the driver's responsibilities. The Traffic Commission will see the driver as the most important part of the maintenance system. The first use check that is done by the driver in the morning is the thing that is done every day. Engineers only see the bus every four or six weeks. The driver is the key to that.

We are now far clearer of what those responsibilities are and what the driver needs to do and the drivers are clearer about their responsibility for that, but that sits with the operators under the operator's licensing framework and always should do. If anybody wants to look at our YouTube video, we have a YouTube video out there that has had tens of thousands of hits on our first use check process. I am not saying everybody has to do it the same way but it is a good example. Those sorts of things are out there and people can follow them.

**Caroline Russell AM:** Are all the companies and all the operators running things in the way that you run those checks?

**Tony Wilson (Managing Director, Abellio):** They do not necessarily run them in the same way as us but they will all have their same responsibilities under the operator's licence. That is the framework we operate in. If somebody wants to change the framework that is fine but that is the way it is done.

**Caroline Russell AM:** Could I let Sinisa come back?

**Sinisa Cica (Convener, Unite):** That is just the issue. We should be using best practice rather than giving people options to do whatever is cost-effective for them. I actually feel that the companies, while I have said that we are not being listened to, are more forthcoming and listening in regard to that to Unite, rather than TfL.

**Caroline Russell AM:** Could I have Claire come in there as well? Thank you, Sinisa.

**Claire Mann (Director of Bus Operations, TfL):** Yes. Just on the engagement with drivers, clearly it is very difficult for TfL to engage with each individual operating company's union representatives, hence the tripartite set-up. We have representatives from Unite who are there to talk on behalf of drivers across London, we have two or three bus operator representatives that attend the meeting, and then myself and a couple of colleagues from TfL. The idea of that meeting is to ensure that anything that affects all drivers is brought there by Unite to say, "We are really concerned about this. What are we going to do about it?" I need the operators obviously to give their views on the issue raised. Where an issue is raised and it is a specific operator, I ask Unite for specifics so I can go and challenge them if it is not adequate.

When it comes to introducing the bus safety programme and new activity like the bus safety standard and the fatigue research, TfL have sat down separately with Unite representatives from the tripartite because that is the appropriate way to do it, to take them through the programme, the bus safety standard, taking the Unite representatives through what was in the standard, inviting them to the launch, taking them through the fatigue research and inviting views on the questions that we were going to ask. Unite was involved in exactly what we put into the driver training in terms of the things they were concerned about from members. We involved Unite in the security training briefing. We put that together and delivered it over the last year, which is something Unite brought to our attention and we agreed that it is was not good enough. We really took on board the suggestions from Unite and put that into our training course.

Beyond that, the relationship needs to be between the bus operating company and their employees. For anything we are mandating that is a new thing that applies to operators, it is right that we speak to Unite at tripartite and explain what it is that we are trying to achieve. Taking individual safety initiatives forward needs to be done by the individual operating companies because it is their remit to do so.

In some of the things Sinisa [Cica] mentioned around best practice, he is absolutely right: we need to take the best and say, "Why not try it this way?" One of the things that we did is that one of the operators had a good process for managing people who had been spat at. Spit kits were something that were either given as an individual issue or put on a bus and it was a bit haphazard. Because the operators that did that well put it on the vehicle, we mandated that that happened across the fleet. Where we see something that everyone should be doing because it is going to be better for the driver, we will mandate that, but as Tony [Wilson] says, there are areas where the operator, within their licence, needs to make those choices. If through any research or repeat issues we find that there is a problem with a particular operator, that is my responsibility to pick up with them and I will.

I wanted to give you a bit more around the things we do engage on but what I expect the operators to do as well.

**Tony Wilson (Managing Director, Abellio):** I should say now that we get measured in many, many different ways by TfL. We talked earlier on about data. We get measured on everything. I think they know my inside leg measurement, actually.

One of the things that has happened recently is that there has been a longstanding engineering quality monitoring mechanism where TfL get a third party in to check a good proportion of our buses. That has been amended very recently to ramp up attention on the sort of defects that really irritate drivers. Inevitably, the scores will slightly rise over the next few months and then hopefully we will all start addressing them more readily. That is directly directed at things that are not quite as obvious. They are not safety-critical but they will irritate drivers and annoy drivers.

**Caroline Russell AM:** You say they may not be safety-critical but if you have a collection of several minor issues --

**Tony Wilson (Managing Director, Abellio):** In the broadest sense --

**Caroline Russell AM:** That is what so important about those checks before the bus goes out because one thing not working properly might be the distracting thing that causes someone to be involved in a collision.

**Tony Wilson (Managing Director, Abellio):** There has been a longstanding discussion point about rattling windows. What impact does a rattling window have on a driver? Well, they get very irritated over time.

**Caroline Russell AM:** Can I move us on a bit? We have heard about the Destination Zero safety training and I wondered what feedback there has been from drivers on the Destination Zero training.

**Sinisa Cica (Convener, Unite):** From Unite, we believe that this has been tailored mostly for novice bus drivers, someone who is doing the test rather than people who have been driving for many years. We do not feel we have been consulted on that as much as we could.

**Caroline Russell AM:** How do you think it could be improved?

**Sinisa Cica (Convener, Unite):** It could be improved by taking the views that my colleague, John Murphy [Regional Officer, Unite], has given to TfL in tripartite meetings, which we do not feel have been included.

**Caroline Russell AM:** Claire, do you want to --

**Claire Mann (Director of Bus Operations, TfL):** The first thing to say is that it only started last week. I do not have any driver feedback yet. Obviously that is Unite's feedback from having attended the pre-briefing sessions and put the virtual reality goggles on and so on. Some of the feedback that came from John there was that he did not want the training to make the driver feel like it was their responsibility, the safety of London's roads. That is absolutely critical. The idea of the training is to show that everyone has a part to play but because it is for drivers it is obviously focusing on the driver's part to play in that. The delivery of the training will be done by the bus operating companies and we will audit and manage that. The team that put the training package together will go out and sit in and observe how the training is delivered. We need to make sure the messaging is key because that is the point. It needs to be landed right so that people understand it.

**Caroline Russell AM:** It is not about blame; it is about making sure that everything is as safe as possible.

**Claire Mann (Director of Bus Operations, TfL):** It is about raising awareness. Drivers know that there are issues with cyclists and so on but sometimes really putting yourself in that zone is very powerful. We are absolutely happy for you to come and have a look at the training. If you put the headset on and feel what it is like to be a bus driver when you do not know what is going to come around the corner next, or a cyclist when a bus comes close to you, all those issues are being dealt with. It is powerful. I do not drive a bus and so obviously I cannot put myself in that position.

**Sinisa Cica (Convener, Unite):** We are always in favour of any training. That is always Unite's stance. We want our drivers to be trained. We want repeated trainings for those people who have been driving for many years, even those who do not have any incidents, because that will make sure to prevent future incidents, but it is absolutely true that drivers feel they are blamed for everything. There is no mechanism for a driver to go back and say, "We have a problem with this. Can anyone help us with this issue or that issue?" There is nothing there, other than when something happens, putting down the report and then waiting to see what the company's response is going to be.

**Caroline Russell AM:** Sorry, are you saying that if drivers are reporting issues it does not feel like those are being picked up?

**Sinisa Cica (Convener, Unite):** Yes.

**Caroline Russell AM:** How are these measured? Is there a measure of issues that get reported and how they are dealt with? Is that reported back to TfL? If we are talking about trying to make the bus system safer, if we are hearing that bus drivers are saying that they are feeling some stuff is being reported but is not being acted on, how does that filter through both to the operators and to TfL?

**Claire Mann (Director of Bus Operations, TfL):** I mentioned the assurance programme that our health and safety team conduct. Within that programme they are, as I said, talking to drivers, talking to garage managers and talking to guys booking drivers on about some of the issues that are happening. We do not have a systematic report that comes in saying, "These things were raised and not dealt with", because we would not know unless we were told, but through the assurance programme we ask questions about how safety-related issues are reported and if we have any concerns about that, it is dealt with immediately between the safety manager and the garage manager in that assurance visit.

What I will reiterate, really, is that because our relationship with the drivers is through tripartite, because it is through the union and we do not employ the drivers, if there are any systematic issues that are not getting dealt with by operators we need to be advised so that we can pick that up with the individual operator. What we do know is that in the Hello London customer experience training that was rolled out over the last two years, every time there was a session there was a board where drivers could write down what their real issues were in terms of the whole role of being a driver. Every single one of those was fed back to the operators concerned through Steps, who were the people running the course. We wanted to see what progress had been made on those. We have shifted emphasis to say that we will get feedback and we will put it back to the operators. We need to keep that loop going, but it really is up to the operators to ensure those processes are in place. That is what our assurance system does.

**Caroline Russell AM:** OK, but if you are hearing stuff from the union you are checking back with the operators?

**Claire Mann (Director of Bus Operations, TfL):** Yes, absolutely. Absolutely, yes. That is our job to do that because we cannot ignore it and obviously we would not.

**Caroline Russell AM:** And that is reported in TfL Board papers or --

**Claire Mann (Director of Bus Operations, TfL):** It would come through the tripartite meetings. If there is a specific issue, if there is a road danger issue, a junction or an issue with a layout that we are concerned about, we have a process where the operator can feed that into our control centre and we can deal with that. If we get told through Unite that these things are getting fed in but nothing is happening we will deal with them, but I have not had that yet. That has not come to me. If that is an issue, we need to pick it up. Obviously the union need to raise those specifics.

**Caroline Russell AM:** OK. I am sure if things get raised and not dealt with.

**Claire Mann (Director of Bus Operations, TfL):** Yes. Thank you.

**Caroline Russell AM:** The toilet provision was one of the really serious issues that we heard about in the roundtable. It is absolutely shocking that there were routes that had no toilets. Particularly we heard from bus drivers who menstruate who said how difficult it was when they were on their period. We gather that every route was due to have a toilet by 2017 and that they would be open all hours by 2018. Is that now the case?

**Claire Mann (Director of Bus Operations, TfL):** The programme for the 42 bus routes that did not have a toilet 24/7 is due for completion in July 2019, which is earlier than the original date, which was May 2020. We have brought that date forward. Where we are at the moment is we have half of those facilities in, 26, and we have the remainder to do in the next couple of months. It is absolutely despicable that a driver cannot use a toilet. I have to say I did not, until I came into buses, realise that this was the situation, but having found that it is the situation we are doing what we can to address it.

The Mayor has helped us with this in terms of funding but that is not where the challenge is. The challenge is locating the toilet in the right location and getting borough support for that, obviously local community support for it, and making sure that utilities are available. There are about four to six locations where we are really struggling to get the toilet where we need it to go so we are having to look at alternatives that may not be exactly where we want.

**Caroline Russell AM:** Sorry, people are refusing toilets to go in particular areas?

**Claire Mann (Director of Bus Operations, TfL):** Yes, the local community, because they do not want a toilet near their house.

**Florence Eshalomi AM (Chair):** It was on the news in Bromley. Was this what you wanted to come in on? I think it was specific to your constituency.

**Gareth Bacon AM:** Yes, it certainly was. Biggin Hill was one of the ones where TfL got a bit of a mauling. All I was going to ask you is what you are doing differently as a result of the experience you had there.

**Claire Mann (Director of Bus Operations, TfL):** In Biggin Hill, the engagement with the borough was accepted as done but the local --

**Gareth Bacon AM:** No, it was not.

**Claire Mann (Director of Bus Operations, TfL):** OK.

**Gareth Bacon AM:** It was not accepted by the borough.

**Claire Mann (Director of Bus Operations, TfL):** Right. The local community was not given any notice, which was an error, and the approach to working with the borough to deliver has changed as a result of what happened at Biggin Hill. The issue we have is that we want to make the bus network as accessible as possible and bus routes do not start and end in bus garages. If they did life would be simple but they do not and we really are trying our hardest to work with authorities. We are working with the fire brigade about putting something outside a fire station in Lambeth. We are doing what we can to get everyone on board with the issue because everyone accepts this is a basic human need but it is very challenging. We have definitely learnt lessons from Biggin Hill but we will have further challenges to come. What we need to do is find alternative options. Where we can share facilities between operators, we are doing that, but in many of these locations it is very difficult. We have a plan. We are on track to deliver the majority by the end of July [2019] but there are a couple of different ones and we are looking for alternative locations for those.

**Florence Eshalomi AM (Chair):** Just on that, Claire, because I remember seeing that news clip, the main thing, going back to Assembly Member Bacon's point, is that the residents were not informed. To open your window and then see this --

**Claire Mann (Director of Bus Operations, TfL):** It was not attractive.

**Florence Eshalomi AM (Chair):** It was not. It looked like a --

**Gareth Bacon AM:** It was actually worse than that, Chair, because not only were they not informed, TfL claimed that they were. The local ward councillors went out and knocked on every single door and not one of them had had anything. It was a real public relations disaster from TfL because they were treated in a very offhand way. The only good thing that came out of it was that TfL moved relatively speedily to get rid of it. A month after it was installed, it was gone and the grass verge was reinstalled. Unfortunately, it sabotaged what was meant to be a decent project that for people who really need it, ie bus drivers. The things are not designed aesthetically to be put in a residential area anyway. It was nicknamed the 'Turdis' locally because it had a strong resemblance to the Tardis.

One question I was going to ask about that was that Julia Lopez, the Member of Parliament for Hornchurch and Upminster, wrote to TfL and did ask why these things could not be doubling up as a disabled loo. I get that there is a key-card or something to get into them. Certainly I know there is a security lock on it because I went to look at the one in Biggin Hill. That was refused. Is there any particular reason why?

**Claire Mann (Director of Bus Operations, TfL):** I am afraid I do not know because the Project Director for delivering these will have responded to that.

**Florence Eshalomi AM (Chair):** Are you able to come back to us on that?

**Claire Mann (Director of Bus Operations, TfL):** Yes, absolutely.

**Caroline Russell AM:** There are Assembly Members for all areas around London and so if there are particular areas where you are having trouble, I am sure Assembly Members would be helpful in trying to get the local community on board because it is absolutely fundamental that bus drivers have access to toilets.

**Claire Mann (Director of Bus Operations, TfL):** That would be very welcome.

**Sinisa Cica (Convener, Unite):** If I could quickly add one more thing, the problem that we are also facing is that there are toilets around that we could use. Most Tube stations have toilets that a bus driver could use, but we are refused entry. That is perhaps something that TfL could actually help us with.

**Gareth Bacon AM:** Sorry, refused entry to Tube stations?

**Sinisa Cica (Convener, Unite):** Tube stations, yes.

**Claire Mann (Director of Bus Operations, TfL):** Staff toilets, it should be.

**Sinisa Cica (Convener, Unite):** There are bus stands outside Tube stations and when you try to access toilets there they will refuse you. The management of those Tube stations will refuse you.

**Gareth Bacon AM:** It seems to me, Chair, that is a rather easy fix.

**Florence Eshalomi AM (Chair):** Yes.

**Claire Mann (Director of Bus Operations, TfL):** I can respond to that because that is not the agreement between buses and London Underground. They are to open up their facilities. The issue we have - it comes up regularly and every time it comes up I put one of my managers on it to sort it out - is locally how people treat each other at that location on the day that someone goes to access the toilet. That is where it is falling down. We have to sort that out. Management have agreed and of course it makes absolute sense. Why would we not use our facilities for bus drivers? We need to make sure that every time we have a new issue we resolve it. That is something that we are currently doing.

**Florence Eshalomi AM (Chair):** Management have agreed. Has that been communicated to all layers of staff?

**Claire Mann (Director of Bus Operations, TfL):** The Director of Stations in London Underground has said, "Yes, of course you can use the facilities". Where we can, we do. Where we have problems, we deal with that with the local management to get that unblocked.

**Florence Eshalomi AM (Chair):** No pun intended.

**Claire Mann (Director of Bus Operations, TfL):** It is about capacity. Not wishing to go back to that pun, it is about some locations being heavily used and we need to make sure we have the right facilities for all of the drivers. If it means we need to put in more facilities for bus drivers, we should do.

**Florence Eshalomi AM (Chair):** You should do. OK, great. Just moving on to our last section - apologies, we have run quite long - it is coming back to the incident report and investigation.

**Caroline Pidgeon MBE AM (Deputy Chair):** You have already set out, Claire, how you have improved incident reporting and perhaps we might get more detail of that in writing because we are short of time, but the one area we have not touched on this morning and which I am very conscious of is what support victims are getting who are injured in incidents involving buses, and their families. We have the Sarah Hope Line and obviously Sarah over there listening in. I am wondering whether you can say, at high level, what additional support you are putting in there. Maybe we can get more detail in writing as well afterwards.

**Stuart Reid (Interim Director of Vision Zero, TfL):** I wonder if I might take that, with the Chair's permission.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes, sure.

**Stuart Reid (Interim Director of Vision Zero, TfL):** This is an area which we are very aware of. We convened a session earlier this year with victims of road collisions, particularly via some of the third sector organisations like Brake and RoadPeace, to bring those people together. We brought them together with the Mayor, the Deputy Mayor for Transport, the Commissioner, Mike Brown MVO, and Gareth Powell [Managing Director of Surface Transport, TfL]. Those people spent a significant amount of time with those people hearing their stories, understanding where things are falling down. Out of that we have convened some work internally to look at how we, TfL, can help drive improvement across the piece. We have continued to liaise with those organisations, with Sarah and so on, in helping shape that.

We recognise that in the first instance of a collision taking place, we are not the first responder. The police and the ambulance service are the first responders. That person will then be treated and they will make their way through the NHS system. We may change junction layouts and so on. The picture that has emerged is that there is a multiplicity of agencies involved at different points and that some of those people are falling between the cracks in terms of the treatment they receive. Some of those people are not receiving information about the incident that they were involved in.

There is a broader wrap around that that the victim of a road collision is not treated in the same way as a victim of violent crime, is not accorded the same rights and support. What we have recognised is that victims are not getting the support they require. They are not even necessarily getting the support that is available. Although this is a multiagency piece and TfL only has an element of this, we are now looking at how we can use our good offices and our influence with other agencies to help improve that experience for the victim. We have identified a number of areas where we want to make improvements and we have now convened a small project group to start to move forward on those.

**Caroline Pidgeon MBE AM (Deputy Chair):** Is there an action plan of things you are taking forward that we could see?

**Stuart Reid (Interim Director of Vision Zero, TfL):** There is no action plan yet. We have been through a rapid development process that has taken about four weeks to develop a number of areas in which we know we need to develop better actions.

**Caroline Pidgeon MBE AM (Deputy Chair):** Could we see that list of the areas you are working on? Could you set that out in a letter to us so that we could understand?

**Stuart Reid (Interim Director of Vision Zero, TfL):** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** Just to get a feel because it is such an important area and it sounds like you are doing some great work there. It would be good for us to get more of a feel for some of the detail.

**Stuart Reid (Interim Director of Vision Zero, TfL):** Yes, I would be happy to write to you on that.

**Caroline Pidgeon MBE AM (Deputy Chair):** Wonderful, and also whether you could pick up in that the issue of whether there has been any progress on extending the brief of the Victims' Commissioner for London to include victims of road crime and road collision.

**Stuart Reid (Interim Director of Vision Zero, TfL):** We will include that.

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

**Florence Eshalomi AM (Chair):** Great. Thank you all very much. Apologies that we have gone over time. I would like to thank our guests again, Claire Mann, Stuart Reid, Sinisa Cica, Tony Wilson and Tom Kearney, for your discussion and contributions this afternoon.