

AGENDA

Meeting **Transport Committee**

Date **Tuesday 9 June 2015**

Time **10.00 am**

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

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Members of the Committee

Valerie Shawcross CBE AM (Chair)

Caroline Pidgeon MBE AM (Deputy Chair)

Victoria Borwick AM MP

Tom Copley AM

Darren Johnson AM

Steve O'Connell AM

Murad Qureshi AM

Dr Onkar Sahota AM

Richard Tracey AM

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

Mark Roberts, Executive Director of Secretariat
Monday 1 June 2015

Further Information

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

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

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Certificate Number: FS 80233

**Agenda
Transport Committee
Tuesday 9 June 2015**

1 Apologies for Absence and Chair's Announcements

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

2 Declarations of Interests (Pages 1 - 4)

The Committee is recommended to:

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

3 Membership of the Committee

The Committee is recommended to note the membership and chairing arrangements for the Transport Committee, as agreed at the Annual Meeting of the London Assembly on 13 May 2015, as follows:

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

4 Terms of Reference

The Committee is recommended to note the following terms of reference for the Committee:

1. To examine and report from time to time on –
 - the strategies, policies and actions of the Mayor, Transport for London, and the other Functional Bodies where appropriate; and
 - matters of importance to Greater Londonas they relate to transport in London.
2. To examine and report to the Assembly from time to time on the Mayor's Transport Strategy, in particular its implementation and revision.
3. To take into account in its deliberations the cross cutting themes of: the health of persons in Greater London; the achievement of sustainable development in the United Kingdom; climate change; and the promotion of opportunity.
4. To oversee the work of the London Transport Users' Committee (LTUC, operating as London TravelWatch), to receive regular monitoring reports from that Committee and support its consultative programme. To negotiate with the Mayor for the annual budget for the London Transport Users' Committee and to recommend to the Assembly, through the Business Management and Administration Committee, an annual budget for the London Transport Users' Committee.
5. To discharge the responsibilities and functions of the Assembly in respect of the London Transport Users' Committee under the GLA Act 1999, in particular sections 247 – 252 and Schedules 18 and 19.
6. To respond on behalf of the Assembly to consultations and similar processes when within its terms of reference.

5 Standing Delegations of Authority

The Committee is recommended to note the following standing delegations:

On 16 September 2004, the Transport Committee resolved:

That the Committee delegate a general authority to the Chair, following consultation with the lead Members of the party groups on the Committee, to respond on its behalf where it is consulted on issues by organisations and there is insufficient time to consider the consultation at a Committee meeting.

On 21 July 2005, the Transport Committee resolved:

To delegate the Chair of the Transport Committee, in consultation with the Deputy Chair, to take action in accordance with the functions of the Assembly listed in respect of the London Transport Users Committee under the GLA Act 1999.

On 9 June 2005, the Transport Committee resolved:

Future requests by LTUC office holders to take on directorships/offices in other organisations be delegated to the Chair of the Transport Committee in consultation with the Party Spokespeople on the Transport Committee and following advice from the Executive Director of Secretariat.

[It is a requirement of the Terms and Conditions of Membership of LTUC that the appointee will "seek the London Assembly's approval if he/she wishes to assume any further directorships or offices at any time during the period of their appointment"]

On 14 July 2011, the Transport Committee resolved:

That authority be delegated to the Chair, in consultation with the Deputy Chair and party Group Lead Members, to approve the issue of directions or appropriate guidance to the Chief Executive of London TravelWatch.

6 Minutes (Pages 5 - 106)

The Committee is recommended to confirm the minutes of the meetings of the Transport Committee held on 18 March and 27 March 2015 to be signed by the Chair as correct records.

The appendices to the minutes set out on pages 11 to 57 and 63 to 105 are attached for Members and officers only but are available from the following area of the GLA's website:
<http://www.london.gov.uk/mayor-assembly/london-assembly/transport>

7 Summary List of Actions (Pages 107 - 134)

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

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

The appendices to this report set out on pages 111 to 134 are attached for Members and officers only but are available from the following area of the GLA's website:
<http://www.london.gov.uk/mayor-assembly/london-assembly/transport>

8 Action Taken Under Delegated Authority (Pages 135 - 136)

Report of the Executive Director of Secretariat

Contact: Dale Langford; dale.langford@london.gov.uk; 020 7983 4415

The Committee is recommended to note the action taken by the Chair under delegated authority, namely to:

- **Agree the scope and terms of reference for an investigation into rail services in London;**
- **Agree follow-up correspondence on the impact of London Bridge station redevelopment; and**
- **Write to Transport for London about District line services to Kensington (Olympia).**

9 National Rail Services in London (Pages 137 - 144)

Report of the Executive Director of Secretariat

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

The Committee is recommended to:

- (a) **Note the scope and terms of reference of its investigation into National Rail services in London, as set out at paragraph 4.1 and in Appendix 1 to the report;**
- (b) **Agree to arrange site visits to London Bridge station and on the new lines added to the London Overground network from the Greater Anglia franchise;**
- (c) **Note the report, put questions on National Rail services in London to the invited guests and note the discussion;**
- (d) **Agree to recommend to the GLA Oversight Committee that expenditure of up to £5,000 be authorised to commission an external contractor to carry out the external technical advice and support, namely to conduct a survey of London residents on attitudes to National Rail services; and**
- (e) **Note that the Executive Director of Secretariat, in consultation with the Chair, will commission the external contractor to carry out the external technical advice and support, subject to the GLA Oversight Committee approving the recommendation.**

10 Taxi and Private Hire - Correspondence (Pages 145 - 184)

Report of the Executive Director of Secretariat
Lucy Brant, lucy.brant@london.gov.uk, 020 7983 5727

The Committee is recommended to note the recent correspondence on taxi and private hire services, as set out in the report.

The appendices to this report set out on pages 147 to 184 are attached for Members and officers only but are available from the following area of the GLA's website:
<http://www.london.gov.uk/mayor-assembly/london-assembly/transport>

11 Door-to-Door Transport Services - Response from Transport for London (Pages 185 - 194)

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

The Committee is recommended to note the response from Transport for London to its report, *Improving door-to door transport in London: Next steps*.

12 Transport Committee Work Programme (Pages 195 - 200)

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

The Committee is recommended to:

- (a) Agree its work programme for 2015/16;**
- (b) Delegate authority to the Chair, in consultation with party Group Lead Members, to agree the scope and terms of reference for an investigation into commercial traffic in London; and**
- (c) Note the update from the Mayor on the River Action Plan.**

13 Date of Next Meeting

The next meeting of the Committee is scheduled for Wednesday 8 July 2015 at 10.00am in Committee Room 5.

14 Any Other Business the Chair Considers Urgent

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Subject: Declarations of Interests

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 9 June 2015

This report will be considered in public

1. Summary

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

2. Recommendations

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

3. Issues for Consideration

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

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

Member	Interest
Tony Arbour AM	Member, LFEPA; Member, LB Richmond
Jennette Arnold OBE AM	Committee of the Regions
Gareth Bacon AM	Chairman of LFEPA; Chairman of the London Local Resilience Forum; Member, LB Bexley
John Biggs AM	
Andrew Boff AM	Congress of Local and Regional Authorities (Council of Europe)
Victoria Borwick AM	Member of Parliament; Member, Royal Borough of Kensington & Chelsea
James Cleverly AM	Member of Parliament; Member, LFEPA; Substitute member, Local Government Association Fire Services Management Committee
Tom Copley AM	
Andrew Dismore AM	Member, LFEPA
Len Duvall AM	
Roger Evans AM	Deputy Mayor; Committee of the Regions; Trust for London (Trustee)
Nicky Gavron AM	
Darren Johnson AM	Member, LFEPA
Jenny Jones AM	Member, House of Lords
Stephen Knight AM	Member, LFEPA; Member, LB Richmond
Kit Malthouse AM	Member of Parliament
Joanne McCartney AM	
Steve O'Connell AM	Member, LB Croydon; MOPAC Non-Executive Adviser for Neighbourhoods
Caroline Pidgeon MBE AM	
Murad Qureshi AM	Congress of Local and Regional Authorities (Council of Europe)
Dr Onkar Sahota AM	
Navin Shah AM	
Valerie Shawcross CBE AM	Member, LFEPA
Richard Tracey AM	Chairman of the London Waste and Recycling Board; Mayor's Ambassador for River Transport
Fiona Twycross AM	Member, LFEPA

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

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

- where an Assembly Member has a Disclosable Pecuniary Interest in any matter to be considered or being considered or at
 - (i) a meeting of the Assembly and any of its committees or sub-committees; or
 - (ii) any formal meeting held by the Mayor in connection with the exercise of the Authority's functions
- they must disclose that interest to the meeting (or, if it is a sensitive interest, disclose the fact that they have a sensitive interest to the meeting); and

- must not (i) participate, or participate any further, in any discussion of the matter at the meeting; or (ii) participate in any vote, or further vote, taken on the matter at the meeting

UNLESS

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

- 3.3 Failure to comply with the above requirements, without reasonable excuse, is a criminal offence; as is knowingly or recklessly providing information about your interests that is false or misleading.
- 3.4 In addition, the Monitoring Officer has advised Assembly Members to continue to apply the test that was previously applied to help determine whether a pecuniary / prejudicial interest was arising - namely, that Members rely on a reasonable estimation of whether a member of the public, with knowledge of the relevant facts, could, with justification, regard the matter as so significant that it would be likely to prejudice the Member's judgement of the public interest.
- 3.5 Members should then exercise their judgement as to whether or not, in view of their interests and the interests of others close to them, they should participate in any given discussions and/or decisions business of within and by the GLA. It remains the responsibility of individual Members to make further declarations about their actual or apparent interests at formal meetings noting also that a Member's failure to disclose relevant interest(s) has become a potential criminal offence.
- 3.6 Members are also required, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.
- 3.7 The obligation to declare any gift or hospitality at a meeting is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here:
<http://www.london.gov.uk/mayor-assembly/gifts-and-hospitality>.
- 3.8 If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are asked to disclose these at the meeting, either at the declarations of interest agenda item or when the interest becomes apparent.
- 3.9 It is for Members to decide, in light of the particular circumstances, whether their receipt of a gift or hospitality, could, on a reasonable estimation of a member of the public with knowledge of the relevant facts, with justification, be regarded as so significant that it would be likely to prejudice the Member's judgement of the public interest. Where receipt of a gift or hospitality could be so regarded, the Member must exercise their judgement as to whether or not, they should participate in any given discussions and/or decisions business of within and by the GLA.

4. Legal Implications

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

5. Financial Implications

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

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

Contact Officer: Dale Langford, Principal Committee Manager

Telephone: 020 7983 4415

E-mail: dale.langford@london.gov.uk

MINUTES

Meeting: Transport Committee
Date: Wednesday 18 March 2015
Time: 10.00 am
Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at:

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

Present:

Caroline Pidgeon MBE AM (Chair)
Victoria Borwick AM MP
Tom Copley AM
Murad Qureshi AM
Dr Onkar Sahota AM
Navin Shah AM
Richard Tracey AM

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

- 1.1 Apologies for absence were received from Valerie Shawcross CBE AM, for whom Murad Qureshi AM attended as a substitute Member, and from Darren Johnson AM and Steve O'Connell AM.

2 Declarations of Interests (Item 2)

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

2.2 Resolved:

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

3 Minutes (Item 3)

3.1 The Chair reported to the Committee that, following the meeting on 25 February 2015, the Executive Chairman of Hailo, Ron Zeghibe, had written to say that he considered Sir Peter Hendy's comments about Hailo during the meeting to be inaccurate and misleading. The Committee noted receipt of the letter, attached at **Appendix 1** to the minutes.

3.2 **Resolved:**

(a) That the letter from the Executive Chairman of Hailo be noted; and

(b) That the minutes of the meeting of the Transport Committee held on 25 February 2015 be signed by the Chair as a correct record.

4 Summary List of Actions (Item 4)

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

4.2 **Resolved:**

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

4.3 In accordance with Standing Order 2.2D, the Chair took Agenda Items 5 to 8 in a different order from that set out on the agenda.

5 Taxi and Private Hire Services in London - Response from Transport for London (Item 7)

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

5.2 **Resolved:**

That the response from Transport for London to the Committee's report, *Future proof – Taxi and Private Hire Services in London*, including the Ranks Action Plan, Suburban Action Plan and an update on active taxi and private hire licences, be noted.

6 Transport Committee Work Programme (Item 8)

6.1 The Committee received the report of the Executive Director of Secretariat setting out the work programme.

6.2 **Resolved:**

- (a) That the work programme, and the review of the Committee's achievements in 2014/15, as set out in Appendix 1 to the report, be noted;**
- (b) That the initial priorities for the 2015/16 work programme, as set out in paragraphs 4.19 to 4.22 of the report, be noted;**
- (c) That authority be delegated to the Chair, in consultation with the party Group Lead Members, to agree the scope and terms of reference for an investigation into rail services in London for the Committee's first meeting in 2015/16;**
- (d) That the wording of the letter to the Minister of State for Transport about disruption at London Bridge station be agreed; and**
- (e) That the arrangements for the additional meeting of the Committee on 27 March 2015, with representatives of Network Rail and Govia Thameslink Railway about the impact on passengers of London Bridge redevelopment work, be noted.**

7 Future Ticketing (Item 5)

7.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions on future ticketing to the following invited guests from Transport for London (TfL):

- Shashi Verma, Director of Customer Experience; and
- Mike Tuckett, Head of Transformation Delivery.

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

7.3 During the course of the discussion the Committee requested that the following information be provided in writing:

- The estimated cost savings for TfL if paper tickets were withdrawn; and
- Clarification about the number of complaints by contactless users, as the TfL Quarter 2 Operational and Financial Report stated that there were 3.27 complaints per 100,000 journeys on contactless while the Committee were told that the number included both complaints and enquiries.

7.4 During the course of this item the Chair welcomed to the public gallery visitors from the Abu Dhabi Department of Transport.

7.5 **Resolved:**

That the report and discussion be noted.

7.6 The meeting adjourned at 11.21am until the arrival of the guest for Agenda Item 6. The meeting reconvened at 11.32am.

8 Cycling in London (Item 6)

8.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions to the Mayor's Cycling Commissioner, Andrew Gilligan.

8.2 A transcript of the discussion is attached at **Appendix 3**.

8.3 During the course of the discussion the Committee requested that the following information be provided in writing:

- Further detail, including the financial implications, of how TfL was recasting the way Quietways and the Central London Grid were being delivered, with a more direct role for TfL; and
- A breakdown of what cycling schemes had been funded in each borough for the whole of 2014/15, including the amounts and source of funding as soon as the information became available after 31 March 2015, along with forecast spending in each borough in 2015/16.

8.4 **Resolved:**

That the report and discussion be noted.

9 Date of Next Meeting (Item 9)

9.1 The next meeting of the Committee was scheduled for Friday 27 March 2015 at 3.00pm in the Chamber. The Committee noted that the start time had been moved to 3.00pm for reasons of guest availability.

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

10.1 There was no other business.

11 Close of Meeting

11.1 The meeting ended at 12.35pm.

Chair

Date

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

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Caroline Pidgeon AM
Chair, Transport Committee
London Assembly
City Hall

Via email

25 February 2015

Dear Caroline,

I am writing to you in your capacity as Chair of the London Assembly Transport Committee, to provide clarification to a number of comments made in today's committee hearing, now reported in the media.

As a home-grown UK-based company, Hailo is committed to developing the transport system for everyone that lives, works and travels in London. We take great pride in our record of working in partnership with drivers and passengers, and have always sought active and thoughtful engagement with policymakers, Transport for London and the London Assembly.

Comments made in today's hearing regarding Hailo's Executive Car service were entirely inaccurate and, I believe, misled the Committee about the purpose and nature of our business.

Statements made by the attendees, and the subsequent coverage, implied that our Executive Car service uses a time and distance meter within a smartphone app to calculate fares. I would like to make clear, that this is categorically not the case. Our Executive Car service calculates a fixed fee based on distance travelled. Not only is this method in strict accordance with existing rules and regulations, it is a fundamentally different model than the one applied by companies such as Uber.

In situations where a customer specifies they want an Executive Car from the start of a journey, they must provide a destination in advance and a fixed price is then quoted upfront. In situations where a passenger cannot obtain a black cab as requested (and only then if the customer has elected to be offered an executive car when a black cab is unavailable), the price will be given at the end of the journey based on exactly the same distance calculation that Hailo uses when quoting a private hire price in advance. We do not use a time and distance meter of any kind in calculating Executive Car fares. We also do not provide a minicab service in either situation.

At a time when the sector is in great flux, we wanted to reassure you that Hailo is 100% committed to our drivers and passengers, and have taken extensive legal advice to ensure that our business supports existing regulations – rules that are there to protect drivers and, most importantly, passengers.

I believe that comments made earlier today, and the inflammatory reporting of them in the media, are unhelpful to the sector, and do not reflect the vision and values of Hailo.



For all of us at Hailo, London is not just another market – it is our home. We hope to continue to work in constructive and meaningful partnership with you, your committee, and Transport for London over the coming weeks and months.

Please don't hesitate to contact me if you require any further information, and I would welcome the opportunity to speak with you, and members of your committee, directly about this issue further.

Warm regards,

A handwritten signature in blue ink, appearing to read "Ron Zeghibe".

Ron Zeghibe
Executive Chairman
Hailo

Transport Committee – 18 March 2015**Transcript of Agenda Item 5 – Future Ticketing**

Caroline Pidgeon MBE AM (Chair): The bulk of the session is going to be on future ticketing, and I would like to really welcome Shashi Verma back before the Committee, you have a grand title now, Director of Customer Experience Welcome, Shashi, you have been before us many times before, so thank you for coming today. Then Mike Tuckett, who is head of Transformation Delivery at Transport for London (TfL), leading on the ticketing area and future developments.

I am going to kick off with a very straightforward question, but maybe just a bit of scene setting. Could you tell us what is TfL's vision for ticketing? What differences are passengers going to see in the next year to five years' time, say?

Shashi Verma (Director of Customer Experience, Transport for London): TfL's overall vision for ticketing is that customers need to pay us a fare and that process has to be as unintrusive as possible for customers and as painless as possible.

Many years ago, in the early days of Oyster we could see the benefits of Oyster already. However, what we realised was that despite the fact the Oyster card had made life more convenient for customers and there was less need to buy tickets, less need to queue and so on and so forth, fundamentally the business model was very similar to what we have had for more than a century now, which is that you have to arrive at the station, or arrive on the bus, change your money for our money and then you are allowed to travel. We realised back then that there was an opportunity to take away that process of money changing, because that money changing has this whole attribute called a ticket, but in the mass transit environment it is not really a ticket it is just a micropayment.

What we have been looking for is a means of making that process of collecting a payment easier and faster. That is why we went down the path of starting to accept contactless bankcards, because that is one technology that allows customers to have an experience of paying for transport which is very similar to the experience of paying for anything else. You do not need to do anything special when you arrive at a supermarket, you do not need to do that when you arrive at John Lewis, why is it that you need to do something different when you use transport? The work we have done over the last few years has really been to try to take away that step of having to change your money. The evidence is very clear in the success of the bankcard system that we launched last year.

Having said all of that, we do recognise that there are people for whom the bankcard is not the right answer. There will always be people who either do not have a bankcard or do not want to use one. The first category of people who do not have a bankcard are children, so we know that we always have to provide a solution for those people who either do not have a bankcard or do not want to use one. In the future we will end up with a mix of acceptance of third-party products, like bankcards, but also the provision of a TfL product, which allows people to travel if they do not want to use a bankcard. That is kind of where we are going with this. To the extent possible, either with our cards or with somebody else's cards, to the extent possible, the aim here is to try to make the process of paying for transport as easy as possible.

Caroline Pidgeon MBE AM (Chair): In five years' time there will still be two types of system, we are going to get into the detail a bit later.

Shashi Verma (Director of Customer Experience, Transport for London): Yes.

Caroline Pidgeon MBE AM (Chair): There will be contactless, using bankcards and there will be another system for people, children and others?

Shashi Verma (Director of Customer Experience, Transport for London): Absolutely.

Caroline Pidgeon MBE AM (Chair): That is very clear. You said this is about people changing their money for your money, so your currency as it were.

Shashi Verma (Director of Customer Experience, Transport for London): Yes.

Caroline Pidgeon MBE AM (Chair): Is that the main reason for changing, just to make it simple for passengers, or is this actually more about finance and the cost of it?

Shashi Verma (Director of Customer Experience, Transport for London): All these things are interconnected. If the aim is to make life simpler for customers and take away unnecessary steps in the process of travel, then it clearly reduces the cost as well. It costs us money to provide this money exchange; the ticket machines and all the infrastructure behind the infrastructure of the Oyster card itself. All of that is expensive to run. We feel quite proud of the fact that we keep looking for cheaper ways of doing the same task, which is what we have done here. Very clearly this is being done because it can save money.

The reason for success of the system, without pushing anyone into it, is that people find it a more convenient means of paying for transport.

Caroline Pidgeon MBE AM (Chair): OK, that is helpful. Obviously when you came before us previously, you recall we did a large piece of work a few years ago looking at the future ticketing programme. We are now starting to make our way through that programme. It is clearly about two years behind schedule really, is it not? Because by 2015 we expected to be at phase 5. You had 1 to 5 stages where you were going to be decommissioning Oyster as we know it and looking at the next generation Oyster. Why has there been this slippage and what implications are there for having a delay to this programme?

Shashi Verma (Director of Customer Experience, Transport for London): We have to acknowledge right at the very beginning that we are developing new technology that does not exist anywhere in the world. This is pure research and development activity, led by a public sector organisation that is not expected to do these things, in London. If you look at the kind of stuff that we are doing, this is what is expected of a Silicon Valley based company, and we are developing things that would otherwise have been done in Silicon Valley. I think we feel quite proud of the fact that we have done that.

In the process of research and development you always find roadblocks. You have frankly no idea of the fact that you would encounter these roadblocks. If you had the idea then it would not be research and development, you would be doing something that is already known. There is no shortage of roadblocks we have come across. Trying to get the transport and finance industries to work together is not an easy thing. The transaction models that have had to be created specifically for transport, and the work that not just we have had to do but the banking industry has had to do is all very, very formidable. At the end of it we went

through an extended period of testing and piloting, so the system was actually up and running at the end of 2013, and I have been using my card since the end of 2013. We chose to test and pilot for about a year before we launched this to the public. In hindsight that was the right thing to do, because we do not want the system to fail when it is launched, especially when it involves people's money.

Caroline Pidgeon MBE AM (Chair): It has taken longer because you are testing. You are leading the way in this area. Are there any changes you are going to make to the project as a result of this? Technology moves on so quickly. When you first started thinking about this programme there may be new things out that you had not considered. Are you changing the project now because it is two years behind schedule?

Shashi Verma (Director of Customer Experience, Transport for London): I am not sure that we are changing things because it is behind schedule. Frankly, this is still a world-leading product.

Caroline Pidgeon MBE AM (Chair): It is an opportunity because you are two years off where you originally thought you would be that things may have changed.

Shashi Verma (Director of Customer Experience, Transport for London): What is clear, for example, is mobile payments are finally becoming successful. This is something that we have been waiting for years and years and years and it has never happened. You talk about a two-year delay and that was technology that was supposed to have come ten years ago.

Caroline Pidgeon MBE AM (Chair): Yes.

Shashi Verma (Director of Customer Experience, Transport for London): It is finally becoming useful. One of the things that we have been working on is to make sure that our system remains open to mobile payments. Just for clarity, we already accept mobile phones on the system. Unfortunately there are not that many of them out there, so we do not see huge numbers on our system, but we are accepting a few hundred phones every day.

Caroline Pidgeon MBE AM (Chair): You are adapting your plan because of the new technology coming on?

Shashi Verma (Director of Customer Experience, Transport for London): Completely. We have to keep an eye on the technology space in this area. One thing, having come ahead of the curve, is we do not want to be behind the curve ever.

Caroline Pidgeon MBE AM (Chair): Thank you for that. Mike [Tuckett] is there anything you wanted to add on the question so far?

Mike Tuckett (Head of Transformation Delivery, Transport for London): No, that is fine. I should maybe explain I work for Shashi and was responsible for the launch back in September, so perhaps if there are any points of detail about that I will chip in as needed.

Caroline Pidgeon MBE AM (Chair): We are going to get on to some technical stuff, I am sure, on contactless.

Mike Tuckett (Head of Transformation Delivery, Transport for London): Yes.

Caroline Pidgeon MBE AM (Chair): Right, let us move on to the ticketing options for passengers.

Richard Tracey AM: Can we drill a bit more deeply into what your plans are for the future? Caroline has already started to touch on it, but I think obviously the first question I must ask you is: do you plan, in the reasonably immediate future, to phase out both paper tickets and indeed Oyster? Because I think a good many of us would like to know that.

Shashi Verma (Director of Customer Experience, Transport for London): As far as Oyster is concerned, Richard, we have been very clear, repeatedly, in public that the Oyster is not going away. I made that clear this morning as well.

Richard Tracey AM: It is not going away?

Shashi Verma (Director of Customer Experience, Transport for London): It is not going away. There are people who either do not have a bankcard or do not want to use it. Our obligation is to provide a means of payment for everyone who uses our system. The Oyster card is here to stay. We have also been very clear that the Oyster card is now quite old technology and is in need of upgrading. When I say it is old technology, it is still more advanced than anything that is available anywhere else in the country. From our perspective it is 15-year-old technology and it needs upgrading. We have been very clear that we want to get the Oyster card system up to the same level of convenience as is offered by contactless bankcards. Right? Things like weekly capping and so on and so forth will become available on Oyster in the same way that they are available on contactless bankcards. That is not a small piece of work, by the way. You can imagine taking a large complicated information technology (IT) system that has been around for 15 years and migrating it into the future is quite a big thing.

The question of paper tickets is a different one. We would like to get rid of paper tickets. If you talk about obsolete technology that is technology from the 1960s. Although it was very fruitful when it first arrived, it is not productive in the intense environment of our transport system that we face today. There are two major problems with paper tickets that we find. One is that they are slow and when we are carrying almost thrice as many people as we used to, the fact that they are slow to go through the gate becomes a point of congestion by itself. The second problem that you find is that with the advent of electronic devices in everyone's pocket you keep a paper ticket close to your mobile phone for any length of time and it gets completely demagnetised and does not work anymore. Anyone who used National Rail in London will tell you that is a common experience. For those reasons we would like to get rid of paper tickets. We have shrunk the issuing of paper tickets from our system down to an absolute minimum. The vast majority of paper tickets on the TfL system are those that are issued by National Rail, and there the thinking remains very far behind.

Richard Tracey AM: Could I ask you what is the cost of collecting fares to TfL, when people are using both paper tickets and of course using Oyster? Presumably there are different proportions of costs, compared to the contactless card.

Shashi Verma (Director of Customer Experience, Transport for London): Yes. We have done benchmarking of our total cost of revenue collection for nearly ten years now. When we first did this in 2006 the cost of revenue collection was nearly 15% of the revenue. The last year in which we did this analysis, which was 2012/13, it was at 8.8%. That is a formidable reduction to 8.8%.

Although we have not put the effort in to do that benchmarking since then again, when we refresh that analysis, I suspect the numbers are going to come out significantly below 8.8%. Eventually, we want to get that number down to the lowest possible, which could be of the order of 6% of revenue. I do not think you

will find too many examples in the public sector of something being reduced from 15% down to 6%; a 60% reduction while the service is improving underneath it. Again, we feel very proud of the fact that we have done that.

Analysing the cost of revenue collection for paper versus Oyster versus contactless is a lot harder. Not least because a lot of the cost basis is common across all three platforms. For example, the gates are there, they accept all three methods of ticketing. We have tried to do some analysis on, for example, what costs we might be able to save if we got rid of paper tickets all together. Those costs are quite substantial, which is why I said that we want to get rid of paper tickets because they cost a lot of money and they do not add very much.

Richard Tracey AM: Of course we had this debate a good many times here with certain differences. You said many times with the ticket offices, they were in your view not necessary because only, what, 3% were using paper tickets.

Shashi Verma (Director of Customer Experience, Transport for London): Yes, just to correct you, it is not paper tickets. What we have said consistently is that 3% of journeys start with a visit to a ticket office.

Richard Tracey AM: Yes, I see.

Shashi Verma (Director of Customer Experience, Transport for London): The vast majority of those are Oyster pay-as-you-go top ups.

Richard Tracey AM: Right. You also of course took cash payments away from the buses.

Shashi Verma (Director of Customer Experience, Transport for London): Yes.

Richard Tracey AM: You have made very considerable savings there, have you not, as a result of either people using Oyster or using contactless - some millions?

Shashi Verma (Director of Customer Experience, Transport for London): We expect that over time that will build up to about £24 million per year.

Caroline Pidgeon MBE AM (Chair): Could you just give us the figure for paper? You said you have done some costing if you got rid of paper ticketing how much you think you would save.

Shashi Verma (Director of Customer Experience, Transport for London): I would love to give you a figure except that we do not have a precise figure.

Caroline Pidgeon MBE AM (Chair): What is your estimate, what is your broad range?

Shashi Verma (Director of Customer Experience, Transport for London): I will tell you, if I could, after the meeting. We can write to you and tell you what analysis we have done.

Caroline Pidgeon MBE AM (Chair): You want to write us. I think it would be helpful.

Shashi Verma (Director of Customer Experience, Transport for London): I will just caution you, Caroline, just be careful here because, as I say, a lot of the costs are common across multiple ticket types. I am not trying to hide anything here. The reason I am being coy here is that analysis is not easy to do, just because

so much of the cost base is common across different things. That is why I want to be slightly cautious in just telling you, "Here's a number" because it is very difficult for even us to put a precise number of paper tickets.

Richard Tracey AM: Just going back, with the advent of contactless, how many people are stopping buying week, month or annual tickets? Has there been some changes in that? The Conservatives here, we have been talking about part-time and part-week workers and so on and some adjustment of tickets, as you know, as a result. What about that?

Shashi Verma (Director of Customer Experience, Transport for London): Just to give you some broad numbers on this. Out of all the ticketing transactions across the TfL network, about 70% are Oyster pay-as-you-go top-ups. The vast, vast majority of ticketing transactions are Oyster pay-as-you-go top-ups. That is the core market into which contactless has made an inroad. We put out a press release just yesterday which shows that contactless is now 14% of total pay-as-you-go journeys on the TfL network. That also means, by the way, that the number of pay-as-you-go transactions has declined by 14%, because frankly that market has been taken out into contactless.

In the big scheme of things, given that there is so much seasonal variability and so on and so forth, 14% does not show up as a huge number, but we can see a downward trend in the number of ticketing transactions across the network right now.

Richard Tracey AM: You can? You are already observing that?

Shashi Verma (Director of Customer Experience, Transport for London): It is already visible, yes.

Richard Tracey AM: How are you encouraging people to switch from paper to Oyster and to contactless? Do you have specific policies to encourage that?

Shashi Verma (Director of Customer Experience, Transport for London): Yes. Paper to Oyster, by and large that switch has happened. On the TfL network there is a very small proportion of people who buy either a single ticket or a one-day ticket. Between the single and the one-day that used to comprise almost half of all travel on the Underground 15 years ago. Today it is down to about 6% or something of that kind.

As you know well, Richard, we have used pricing as a mechanism to move people out of single tickets into Oyster pay-as-you-go, and that happened nearly ten years ago. That was the thing that shrunk the use of paper tickets from singles into Oyster pay-as-you-go. More recently we have been switching people out of one-day Travelcards into Oyster as well. This January quite large differentiations were introduced between the daily cap that is available on Oyster and the one-day Travelcard price. Again, we are seeing the effect of that with people switching into Oyster or indeed into contactless.

The question of how we encourage people to switch to contactless is a different one, because that is one where we have committed not to use pricing as a mechanism. It is really the attraction of convenience that is driving people towards contactless. It is not pricing. The same fares are available on both Oyster and contactless, but the convenience of not having to have a separate card or to worry whether it is topped up or not and so on is quite significant for people. In the customer research that we have done since launching contactless, that is what is coming out as the major factor that is driving people to switch to contactless.

When I do go around talking to customers, when I see them using a contactless card, that is what they tell me anecdotally as well.

Richard Tracey AM: You have not introduced any price differentials?

Shashi Verma (Director of Customer Experience, Transport for London): No.

Richard Tracey AM: You are not doing down those of us who have Oysters because we are not using contactless?

Shashi Verma (Director of Customer Experience, Transport for London): The situation is very different compared to when we launched Oyster; that anyone could get an Oyster card and, therefore, we could use pricing as a mechanism. The situation here is different. Practically everyone can get a contactless card, but not everyone has one right now. Therefore, I think it would be unfair to penalise people for using anything other than a contactless card. That is the policy that we have held quite firmly.

Richard Tracey AM: There is a discrepancy, is there not, between pay-as-you-go Oyster card users missing out on the benefits of weekly capping?

Shashi Verma (Director of Customer Experience, Transport for London): Yes.

Richard Tracey AM: What about that? That seems to be a bit of skilful manoeuvring by TfL.

Shashi Verma (Director of Customer Experience, Transport for London): Skilful manoeuvring or it is just the reality of the way the technologies are. The challenge that we faced here is we could introduce weekly capping to contactless, because the technology is new, and we will introduce weekly capping to Oyster as well, but as I said just a few minutes ago Oyster is quite old technology and needs to go through quite a big upgrade. The question that we faced is do you withhold the convenience of weekly capping from everyone, just because you can't offer it to some people, or do you offer it as a convenience to those people who can access it?

I will make a very fine point over here. I am going to labour this point because it is important. The weekly capping does not give you a cheaper fare. It gives you the same fare that is available if you buy a weekly Travelcard. It does give you the convenience that you do not have to plan in advance whether you need to buy a weekly or not. If you have that uncertain lifestyle then it is clearly more convenient for you to have access to weekly capping than to buy a weekly Travelcard. However, it does not give you a cheaper fare. It is giving you the same fare that is available to you by buying a weekly Travelcard. I think that is why we have said that the same fares are available on both Oyster and contactless. I think we will readily accept that it is more convenient to have a weekly cap, compared to the need to make a decision in advance.

Richard Tracey AM: Are there any plans to reduce the number of available ticket types to simplify the system? You do have various different sorts of tickets, do you not?

Shashi Verma (Director of Customer Experience, Transport for London): We do, but the fare structure is quite complicated, and it is complicated for a whole variety of reasons.

Richard Tracey AM: Yes, it certainly is.

Shashi Verma (Director of Customer Experience, Transport for London): It is not because anyone designed it that way, it is just that that is the way it has grown. It is important to realise that in all of that complexity, from a customer's perspective, the choices are not difficult. The vast majority of adult customer

base is paying adult fares, either pay-as-you-go or Travelcard and those products are relatively simple. Where there is a high degree of complexity is in all the plethora of concessions that are available, both for children and for adults and, from our perspective, when we write the fares booklet the booklet ends up being quite thick. To you as an individual most of that booklet is completely irrelevant, because the fact that there are some special fares for children who are 16 - 17 is completely irrelevant to you. What is relevant to you is the fact that you have to pay a pay-as-you-go fare or indeed buy a Travelcard for a week or month or a year. The choices there are relatively simple.

The challenge that we face, and we have always faced this challenge, is in how to explain this more simply to our customer base, who struggle with the idea of a thick fares booklet. We have been doing a lot of work and we are still doing more work on improving the presentation of fares. One of the things that has happened in January with the reorganisation of fares is that the choice between, for example, pay-as-you-go and a weekly has become even simpler. If you travel during the week days but do not travel during the weekend there is no point getting a Travelcard. You will not benefit from a weekly cap either because the way the fare structure is set up today is that you have to travel fairly intensively every weekday and then do at least some travel on the weekend before a weekly Travelcard or a weekly cap becomes useful.

Again, we do keep this in mind when we are looking at fares and what we do about it. Yes, there are many ticket types and those ticket types are not going to go away, because they deal with particular markets, but you just have to keep in mind that the choices for an individual are not as complicated as the entire fare structure.

Richard Tracey AM: There are various journey planning tools that people can use. Do you have any plans to link them up more, so that people really do hit the best value each time they travel?

Shashi Verma (Director of Customer Experience, Transport for London): Richard, for about four or five years we have now provided a single fare finder on our website, where if you say you want to go from station A to station B it will tell you all the different fares that are available between those two stations. Would we like to integrate that with the journey planner? The answer is yes. I cannot impress upon you enough how technically challenging that is. It does not sound very challenging. It just looks like there are two stations that you are displaying on journey planner and there are two stations on the fare finder and how difficult can it be to include those? However, given that the fare structure depends upon origin, destination and route and time of travel and other factors as well, this is a non-trivial problem. If there was an easy answer to this I promise you we would have done it by now.

Richard Tracey AM: The only other thing I think I should ask you is whether there have been any moves forward in you linking up better with main line providers? Because we have all had the experience of they do not seem to be able to use Oyster or they will not move to us being able to pay by Oyster, and now there is contactless as well. How about that? Is there progress being made, or is it still in a bit of a stalemate?

Shashi Verma (Director of Customer Experience, Transport for London): As far as Oyster and contactless are concerned, every National Rail station in London, with just one or two exceptions, like Stratford International, now accept both Oyster and contactless. You may know that there is a slightly different fare structure that applies to journeys on National Rail compared to TfL services.

Richard Tracey AM: Yes indeed.

Shashi Verma (Director of Customer Experience, Transport for London): Leaving that aside, the experience of being able to touch in and touch out and pay the right fare and so on and so forth, applies equally to National Rail as it does to TfL services. The problem starts as soon as you step outside Zone 6 where you are back in the world of the 1960s with paper tickets and so on. That is something that we have been trying to work with the Department for Transport (DfT) on for some quite some time, without very much progress being made.

Richard Tracey AM: Yes, OK, thank you.

Caroline Pidgeon MBE AM (Chair): I like that, "outside Zone 6 it is a 1960s world"!

I have a couple of little things I wanted to pick up, Shashi. Can you confirm when we can expect the weekly cap to be on Oyster? Is it going to be your next generation of Oyster that it is on? When can we expect that? Because I realise the programme has slipped, for good reasons, but back in 2013 the Mayor wrote to me on this issue and confirmed it would be in in 2015. Obviously we are behind. What date are you working to?

Shashi Verma (Director of Customer Experience, Transport for London): Please do not hold me to this, because we do not have a detailed programme as yet.

Caroline Pidgeon MBE AM (Chair): No, we just need a rough idea.

Shashi Verma (Director of Customer Experience, Transport for London): Roughly speaking, it is another two years' worth of work before that can happen.

Caroline Pidgeon MBE AM (Chair): Another two years. OK.

Shashi Verma (Director of Customer Experience, Transport for London): Part of the reason why it is going to take us another two years is that in the background we are also busy trying to deal with things like the 24-hour Tube. That is a fantastic thing for London, but it turns the entire fare collection system upside down, because the fare collection system works on the basis of a defined day.

Caroline Pidgeon MBE AM (Chair): Yes of course.

Shashi Verma (Director of Customer Experience, Transport for London): Now we will have services running all 24 hours and, therefore, we cannot have a defined date. We do get interrupted in our work by quite measured initiatives of this kind, which are all very important. It is our job to make sure that we are not stymieing these initiatives from happening.

Caroline Pidgeon MBE AM (Chair): Just on the cost of collecting. I recall from previous evidence you gave that the cost of collecting fares on Oyster was 10 pence in every pound, whereas contactless was going to be under 1p. Is that still the --

Shashi Verma (Director of Customer Experience, Transport for London): No. I think that is slightly simplistic.

Caroline Pidgeon MBE AM (Chair): OK.

Shashi Verma (Director of Customer Experience, Transport for London): As I said earlier, the cost used to be about 15% of revenue back in 2006. It was 8.8% the last year we did the benchmark in 2012/13. Within that there are two different sources of costs. There is the cost of ticket selling or collecting money, and there is the cost of providing the physical infrastructure for inspection and so on. For example, the gates. The cost of the gates is not going to go away. It is what it is and the staff in the stations are there and they are not about to go away.

Caroline Pidgeon MBE AM (Chair): Yes, that is a fixed cost.

Shashi Verma (Director of Customer Experience, Transport for London): What is different is the cost of retailing, between Oyster and contactless. With Oyster you have to provide all this paraphernalia for retailing, including all the equipment and all the commissions and so on and so forth. Back in 2006 that was about 8% of revenue - 8% for the retailing and about 7% for the physical infrastructure. That 8%, by comparison on contactless, the commissions that we pay are less than 1% and they are coming down as well. That is not the only cost. We have to provide some infrastructure for running the contactless system as well. Roughly speaking that is the sort of comparison you are looking at.

Caroline Pidgeon MBE AM (Chair): It is considerably cheaper.

Shashi Verma (Director of Customer Experience, Transport for London): Having said that, that was 2006, and we have squeezed the cost of Oyster down quite a bit since then as well. I do not think the comparison today is between 8% and 1%. It is more of the order of a comparison of 3% or 1%, which is the difference between Oyster and contactless.

Caroline Pidgeon MBE AM (Chair): Still considerable sums of money. Yes, lovely. Thank you.

We are going to move on to looking at contactless payment in detail. Before I do that I wanted to welcome two guests in the audience who are from the Abu Dhabi Department of Transport. You are very welcome today. You are coming to London to look at travel demand management and behaviour change issues. I hope you find your visit informative.

Moving on to contactless bankcards, Onkar.

Dr Onkar Sahota AM: Shashi, sitting here, you talked a lot about a contactless card, right? I am not entirely sure in my mind why you call it contactless, when you seem to have to make contact.

Mike Tuckett (Head of Transformation Delivery, Transport for London): The honest answer to that is the banks had already decided to use the term contactless for their product and we just felt it was better to adopt that, rather than make up our own brand or title for it. I totally take the point that it is --

Dr Onkar Sahota AM: Reading this document last night I was totally confused.

Mike Tuckett (Head of Transformation Delivery, Transport for London): Yes it may not have been the best name in the first place, but it was, from our point of view, sensible to adopt it.

Dr Onkar Sahota AM: You have obviously introduced this method of payment on your services. What has been the response from you passengers and has there been a different response from different modes of transport and why those differences may be?

Mike Tuckett (Head of Transformation Delivery, Transport for London): I suppose first of all in headline terms the response is that the satisfaction rating for contactless is already as high as for Oyster, which we find remarkable in a way because Oyster is obviously such a pretty much well-loved and successful card scheme. Right from the outset the same satisfaction rating has been there for contactless as well.

In terms of the difference between the modes, is it fair to say, Shashi, I think the growth on rail has probably been a little bit more dramatic than the growth on bus. Nevertheless, you see great usage and take up and customer satisfaction in all areas. If you look at our call centre it is very, very quiet in all respects. There is certainly very, very few complaints and actually very few calls about issues generally. We see the same kind of pattern in terms of feedback from station staff and bus operators. It is like people have just got it. They started using it and it is actually very seamless and I think people are finding it very comfortable to use.

Dr Onkar Sahota AM: What has been done to ensure that passengers who do not have, or choose not to use this card, get the same benefit from ticketing process systems including those paying the cheapest fares?

Shashi Verma (Director of Customer Experience, Transport for London): I go back to the point that the same fares are available in both Oyster and contactless, so people are not benefiting from a lower fare by contactless. As I said earlier, they are benefiting from the convenience of weekly capping, otherwise the fare structure is identical. We make sure that even in the background these complicated identification (ID) systems that are supporting these two products remain identical as far as the application of fares is concerned.

Dr Onkar Sahota AM: When does TfL expect to launch the upgraded Oyster card, which will bring the same benefit as the contactless? I think you said about two years, was it?

Shashi Verma (Director of Customer Experience, Transport for London): As I said, we do not have a detailed programme as yet, so please do not hold me to this, but it is about two years before that can happen. As I said earlier, we do keep getting side-lined by other initiatives that are gaining prominence as well.

Caroline Pidgeon MBE AM (Chair): That is the Electra contract, is that right?

Shashi Verma (Director of Customer Experience, Transport for London): Electra is done. Electra was a completely different process. We had a contract for the management of our fare collection system, so that would be maintenance of gates and so on, which was first let out in 1998 under the private finance initiative (PFI) called Prestige. We terminated that contract in 2008 to extract value and that is one of the reasons why the cost of revenue collection went down. The replacement contract that we had put in place was due to expire in August 2015. We went through a procurement exercise which was called Electra and out of that we awarded a contract last July and that contract comes into force in August this year. That is purely for the management services around the ticketing infrastructure. That does not change the proposition at all.

Caroline Pidgeon MBE AM (Chair): That is the next phase, phase 4, which is you developing your second generation?

Shashi Verma (Director of Customer Experience, Transport for London): Yes, Oyster card.

Caroline Pidgeon MBE AM (Chair): That contract is out at the moment?

Shashi Verma (Director of Customer Experience, Transport for London): Again, a lot of the development is being done in-house. We did not touch on this earlier. If you look at the work that we have

done for launching contactless, that work was split between our contractor, which is a company called Cubic Transportation Systems, who built us the reader that accepts both Oyster and contactless payment. When you look at the back office infrastructure, which is where all the fare calculations are taking place and all the risk assessment is being done, we actually built that infrastructure in house within TfL, which again is a very unusual thing for public sector organisations to do. This is quite a large-scale, mission-critical ID system which we chose to build ourselves. We chose to do it that way because we found that that was the cheapest way to do it. Actually handing it out to an IT supplier would have been much more expensive.

Caroline Pidgeon MBE AM (Chair): The next generation Oyster, are you taking technology away from some of the gate line to back office?

Shashi Verma (Director of Customer Experience, Transport for London): Exactly. It is very difficult to do things like weekly capping in the gate. We just do not have enough time to be able to do vast numbers of calculations of that kind. A lot of the fare computation is going to move into the back office. That back office will be developed using the back office that we already have for contactless. The readers will need some changes and those changes will happen with Cubic again, because they manage our infrastructure right now. Again, it is going to be a very similar model to what we follow, with some work being done by our contractor and a lot of work being done in house.

Caroline Pidgeon MBE AM (Chair): Yes, but the simple thing, just for lay people who are not involved in this, the next generation is taking away the technology from the ticket machines to back office, so that you can do more things with the cards?

Shashi Verma (Director of Customer Experience, Transport for London): Yes, absolutely.

Victoria Borwick AM: That is good. That means more on the card then?

Shashi Verma (Director of Customer Experience, Transport for London): There will be less on the card than there is today. The difference between the Oyster card and contactless bankcard is that with Oyster the value that you have on your card physically resides on your card and all the interaction that you have with us is when you present the card to a reader, which is when the fare has to be computed and the value has to be deduced and the a new value has to be written to the Oyster card.

The difference with contactless bankcards is nothing sits on your bankcard, except for a secure key. We use the key to create a transaction, we then take the transaction into our back office where we can process it differently and do all kinds of complicated calculations on it, which is how we are able to offer weekly capping. The Oyster card is going to become a little bit like the contactless bankcard, with less sitting on the Oyster card and more sitting in a back office.

Caroline Pidgeon MBE AM (Chair): The ordinary passenger they will not effectively notice any difference.

Shashi Verma (Director of Customer Experience, Transport for London): They will not notice.

Caroline Pidgeon MBE AM (Chair): It will just be a quick transaction, but it is how you store it.

Shashi Verma (Director of Customer Experience, Transport for London): Completely. Actually that is true even today. The fact that people are using a bankcard and frankly no one needs to know the fact that the technology works differently. What they need to know is that it works.

Caroline Pidgeon MBE AM (Chair): Yes, exactly. Let us pick up some of the issues with contactless payment cards. Navin, you may want to challenge some of the things Mike [Tuckett].

Navin Shah AM: Yes. It is understood that when you introduce a new system you have teething trouble, which you had with the contactless system. I understand that compared with Oyster cards you still have a very high level of complaints from the users of contactless. Is that true?

Shashi Verma (Director of Customer Experience, Transport for London): That is not true at all. The level of complaints with contactless is incredibly low. What is the latest data on that?

Mike Tuckett (Head of Transformation Delivery, Transport for London): You can measure it in tens, maybe just over 100.

Shashi Verma (Director of Customer Experience, Transport for London): Let me answer that question completely.

Navin Shah AM: Yes.

Shashi Verma (Director of Customer Experience, Transport for London): AT the last count the number of complaints was roughly around 40 out of 60 million journeys. Of those 40 or there about complaints that we have had, all but one have been from Oyster customers who have suffered from card clash. There has been one complaint about a revenue inspector. More importantly, there have been none about the contactless system itself. Whoever has informed you that there are a lot of complaints about contactless is not correct about it. In fact, we have been surprised at the lack of complaints about contactless, both from customers and from the staff.

The issue of card class, as we have touched upon it, is one that is worth elaborating. A card clash happens when you present more than one card at the gate. Our readers are trained to reject all cards. So if you present more than one they are trained to reject all of them. What happens occasionally, and really it happens very, very occasionally, is that because there is so much magnetic interference between the different things in your wallet, it is possible that one card gets read and the other one does not. Unfortunately the card that gets read is the wrong one. That is where you end up with an accidental payment on a card that you do not intend to use.

We were very clear about this right from the very beginning. Part of the extended piloting and testing was to test out exactly this issue. We put in place a method of automated refunds where we could detect card clash. We have been doing automated refunds of the order of about 1,200 - 1,500 per day. The customers who are getting these automated refunds are very happy with the fact that we have identified that and have corrected it without them having to take any action. I would not agree at all with the idea that there are a lot of complaints about the contactless system, because that is not our experience at all.

Navin Shah AM: I have a figure, or comment, here which says that TfL reports an average of 3.7 complaints about contactless per 100,000 journeys, compared with 0.7 per 100,000 journeys for Oyster. That is where my first question came from. Can you explain whether the information I have is wrong or that it is --

Shashi Verma (Director of Customer Experience, Transport for London): That includes enquiries. There are a lot of calls, especially in the early days of contactless, when people are calling to say, "I have heard about this contactless payment card and how do I use it?" That was at a time when the number of contactless

journeys were very small. A lot of enquiries not that many journeys. If you look at the situation today, the number of enquires has not gone up but the number of journeys has gone up by quite a lot. I would really, really challenge this idea that we are getting a lot of complaints about contactless.

Navin Shah AM: On that basis, would you actually say that contactless mode actually is better or is less problematic than Oyster in terms of complaints?

Shashi Verma (Director of Customer Experience, Transport for London): The feedback that we are getting from both customers and staff is very clear that this has been a problem-free implementation of technology and that especially if you talk to staff who get the complaints face-to-face as well. The general view from everyone is that this is working perfectly well.

Navin Shah AM: I have further information here that it was the TfL's *Quarterly Operational and Financial Report*, December 2014, where they got this information from.

Shashi Verma (Director of Customer Experience, Transport for London): I know. Absolutely.

Caroline Pidgeon MBE AM (Chair): We are not making up figures, these are your figures.

Shashi Verma (Director of Customer Experience, Transport for London): No, I am not suggesting that you are making up figures, but that is covering a period in which we did not have too many contactless journeys. Because we were launching a new product we were getting a lot of inquiries about what is this new product. That is not the same as saying there are a lot of complaints about contactless, because that is not borne out by the evidence that we are seeing every day.

Navin Shah AM: Thank you for clarification. I think it would be useful if you can write to the Chair putting the whole story out in terms of what the facts are and what the current statistics are. In fact, what I would like, that was my next question, what are you doing to iron out problems that there are currently with the contactless system, and do you have a target or timetable?

Shashi Verma (Director of Customer Experience, Transport for London): First thing, there are no problems with the contactless system. I would not be so bold to say that easily, but there are no problems with the contactless system. The only problem that we have ever identified was card clash and --

Navin Shah AM: What about authorisations, which are declined at times? What are you doing about that?

Shashi Verma (Director of Customer Experience, Transport for London): That is not our process, that is an industry process. Authorisations are declined sometimes when you do not have enough money in the bank. If you do not have enough money in the bank and you try to use your card then it is possible that your authorisations are declined. There is nothing that anyone can do to correct it, other than you having money in your bank account.

Navin Shah AM: Any communication drive you have to let the commuters know, "Look, you have to be careful about X, Y, Z with using it because, don't blame us"?

Shashi Verma (Director of Customer Experience, Transport for London): There are two things that we do. If you are registered with us, if you have registered your contactless card with us, as soon as there is a decline we inform you that there has been a decline on your card and you can go and correct it yourself online

or you can call us and we will fix it for you, provided that that account has been cleared. Equally, we have been working with the banks, and Mike [Tuckett] can tell you a little bit more about this, about the banks sending out alerts, where a contactless transaction on TfL has been declined.

Again, this is why we encourage people to register with us, because if you do register with us you will get an immediate notification when a transaction has been declined. However, I should say the principle reason for a transaction being declined is that you do not have enough money in the bank account.

Mike Tuckett (Head of Transformation Delivery, Transport for London): Like Shashi says, for an unregistered customer there is nothing we can do to contact them. It is really, really valuable if the card issuer can do that themselves. Barclaycard are actually leading the way in this area. This year they are planning to update their system, so if they do decline a transaction from someone trying to travel on TfL they are going to send a text alert or an email to that customer, just being very clear what has happened and setting out the steps they should take. We are lobbying, if you like, the rest of the industry to copy what Barclaycard are doing there.

Navin Shah AM: Do you reckon you have a large volume, or largish volume of cards where authorisation is declined?

Mike Tuckett (Head of Transformation Delivery, Transport for London): It is very, very similar to the level of declines you would see for cards used in a shop, so it is somewhere typically between 1% and 2% of transactions we process that are declined. Like Shashi says, the vast majority is because the person has not money in their account. It is really primarily not our issue, it is someone is trying to pay with a card that has no funds.

Navin Shah AM: If we move to my last question, can you give us reasons as to why multiple tickets and transaction value cannot currently be used on contactless, and whether you are looking at resolving this problem?

Shashi Verma (Director of Customer Experience, Transport for London): There is no resolution to it. The reason that you cannot have multiple travelling on the same contactless card, or indeed the same Oyster card, is that we provide things like daily and weekly capping, which means that it has to be one card per person, otherwise it is impossible to separate out journeys that have been made by one person, compared to two or more people. You can either have a system in which you do not offer the convenience of capping, in which you can have many people travelling on the same card, or you can have a system in which you are giving people the convenience of capping, in which case it has to be one card per person. There is nothing anyone can do to resolve this. It is just a question of which choice you have.

Mike Tuckett (Head of Transformation Delivery, Transport for London): There is a second reason as well actually, which is we offer what is called pass back protection, so someone touches a card twice, by and large we need to ignore the second touch to avoid someone paying twice. In the scenario you are talking about you would have to touch the card twice to pay for two people, so we would be very reluctant to lose that protection for so many people that we give by currently ignoring the second touch.

Navin Shah AM: I must say I am staggered to learn that there is no system whereby you can have a multi-use, whereby subsidy or benefits for groups who are travelling or large family travelling together who can benefit from such a system.

Shashi Verma (Director of Customer Experience, Transport for London): I can advise you a system, the question is whether anyone will be able to understand what has happened on their card. It is not easy for people to figure out how fares have been computed, by the time we have gone through capping and things of that kind. If you find a statement on your bank account which is indecipherable the reaction to that is not going to be one that is very positive. I understand that some people raise this question about could multiple people travel on a card, but the number of questions we get of that kind are very, very small. They have always been around, not just with contactless, they have been around with Oyster as well. The reason I am giving you for why that is the case is very clear, that we are trying to provide a clear system of fare collection that people can trust, with the convenience of daily, and now weekly, capping. It gets very complicated if you are trying to do multiple transactions on the same card.

Navin Shah AM: Perhaps you can look into this, because there may be various organisations, charities for example, who organise trips for their service users and stuff. Maybe those are the kinds of organisations who can have a particular separate kind of card which they can use to benefit from such journeys. Surely you need to, in my view, look at these kinds of alternatives.

Shashi Verma (Director of Customer Experience, Transport for London): We already provide things like group day tickets, if there are groups of ten or more travelling you can buy a group day Travelcard today.

Navin Shah AM: Yes but why can that not be used by using the contactless?

Shashi Verma (Director of Customer Experience, Transport for London): Group day Travelcards, for example, do not offer you capping, it is just a ticket. The question here is how much complexity do you want to load on to any technology? If you do that, is it comprehensible by mere humans at the end of it? That is the eventual challenge that not only do you have to make the technology work, but people who are paying for these fares also need to be able to understand how they have been charged.

Navin Shah AM: All right, thank you.

Caroline Pidgeon MBE AM (Chair): It is quite clear from what you are saying there this is why you are going to always have to have an Oyster system alongside bankcard.

Shashi Verma (Director of Customer Experience, Transport for London): This is not the reason for an Oyster system alongside bankcards. The Oyster system also enforces the same logic of having one Oyster card per person. The reason to have an Oyster card is that people may not want to use a bankcard at all.

Caroline Pidgeon MBE AM (Chair): I am just thinking, you see cases of people turning up on to a bus, they have, I don't know, parents visiting and they say, "I'll get your fare" or, "They don't accept cash now you can pay with a bankcard". "No I can't. Right, I've got to find somewhere to get a ticket". A number of us do have Oyster cards at home for visitors and things but I can see that that is one of the reasons why you are always going to have to have two systems.

Shashi Verma (Director of Customer Experience, Transport for London): Completely. The ability to pay for other people is one reason why we all have multiple Oyster cards, and I have a whole shed full of them as well.

Caroline Pidgeon MBE AM (Chair): I am sure. Let us move on to the next generation ticketing, what it could look like in the future.

Murad Qureshi AM: Shashi, you told us that we can go back in time if we go to the outer zones on ticketing. Let us go into the future now with Mike [Tuckett]. The next generation of ticketing, what can we expect beyond this programme that you are working on? Can we expect to use our mobiles, or other wearable technology? Tell us where you are taking us?

Mike Tuckett (Head of Transformation Delivery, Transport for London): We may have mentioned already is that one of the key points of our system is it is being built in a way that will accept any valid payment transaction from the main schemes, really however that is presented to us. There are mobile phones already in use out there. There is the thing that Barclaycard issues, this wristband, or the 'wearable' as you call it, which is accepted perfectly well on our system. We predict there is going to be a lot more of that, because it really is just getting to a point of maturity now that these things are getting issued a lot more.

From our point of view they work fine, so long as the transaction time is fast enough for our mass public transport because the speed of use is very critical for us. There is just certain basic things like the customer needs to know the details they require to set up an account with us or call our call centre because that is the only way they can get customer support from us. The example there is a basic mobile phone application, the customer may not actually be aware of the card number that is residing within their phone, and to use it on TfL you really need to know that.

Generally all those things will be welcome and what we do is encourage those people who are issuing that kind of thing to have a dialogue with us first before they launch it, just to make sure that everything works really, really well for the customer, because of the special environment we have with using those kinds of products in transport.

Murad Qureshi AM: Personally, since I have been using mobiles I have not been using watches anymore. There is no point because you can get the time, so I am not sure we can go very far with the technology on the bands.

What are you doing to help staff keep pace with this technical change? Because I think they have to be at the front end of a lot of the queries and I dare say they are human, just like us, and they are the first point of contact, I suspect, for a lot of people when they do not quite understand how the payments are to be done and which way. Are there training programmes which are assisting staff on this front?

Shashi Verma (Director of Customer Experience, Transport for London): We took the staff through a training programme before we launched contactless. As you know, they are also going through a training programme around the reorganisation of ticket offices and so on. I have to say that the training for the introduction of contactless was relatively very simple, because the product is relatively very simple. What the staff need to know about contactless is actually quite limited, because the thing works almost sort of magically. When it goes wrong it provides one of three codes at the gate line. What they need to know is how to interpret those three codes. It is either the card has been rejected by us because there is an unpaid debt on it, or the card has been rejected by the issuer because there is a problem with the card, or it is not a valid card type.

You are quite right that staff are at the frontline of customer queries, but the customer queries have been boiled down into something very, very simple that the staff can grapple with easily. The question of whether it is a card or a phone or other variable devices is almost immaterial. You put whatever device it is to the gate and either the transaction is accepted or one of those three codes flashes up on the gate. It is almost

immaterial whether a watch or a pay band or a pay tag or a card or whatever it is being presented. Of course if it is a watch compared to a card it looks different to you but the way the technology works is almost identical.

Murad Qureshi AM: Thank you.

Mike Tuckett (Head of Transformation Delivery, Transport for London): The world has really changed for us in a way. In the old days if we issued a new variant of an Oyster card we would brief all the staff, “This is this shade of blue” and whatever and they would be very tightly controlled. We are in a world now where people can issue things, hopefully they have spoken to us but they do not have to. The notion of telling the staff, “Yes, there is a watch, yes there is this” we have to actually let go of that and say, “If it has a Visa, MasterCard, or American Express payment application in it, it will work. It will give these codes if it fails, trust it, don’t worry what it looks like, it’s just a payment application”. This is a very different of application.

Murad Qureshi AM: I go by the observation that it is not technology itself, it is the pace of technology and the change which throws people. I certainly do not want staff on the barriers having to phone up our banks to find out if we are in credit to pay for a journey we have just had.

There are other areas where I think we have seen new generation ticketing, and one which I was experiencing last night actually, was if you buy an air ticket now, you do not have to go to a travel agency, you can do it off your computer. That is probably 90% of the aviation industry that is being done like that. Can we not do that with our monthly and seasonal tickets?

Shashi Verma (Director of Customer Experience, Transport for London): If you think of what we have done with contactless so far, it is exactly that. You do not need to talk to anyone, you do not need to get an Oyster card from us, you do not need to top it up, you do not need to do all the things that we required you to do in the past. That is the convenience if you are offering the contactless cards. As you know, one of the future phases of our project is about giving people the ability to associate a season ticket with their contactless card. It will be the same process where you go online and you can associate your season ticket with your contactless card and you, frankly, do not need to talk to anyone, you do not need to see anyone, you do not need to go and do anything physically to your card, anything of that kind.

I am totally with you on this one that that is the kind of convenience that we want to offer. In my opening statement that is exactly what I said. Because of technological constraints in the past we have been down this path where everybody has to go and physically get a piece of paper or a piece of plastic to show that they have a ticket and the world has moved on. Actually, the world has not moved on, we have made the world move on by introducing technology where people do not need to do that anymore.

Murad Qureshi AM: For example, we get warrants every year for the travel that we as Assembly Members do, but we have to go to the ticket person and go through a palaver which, maybe in light of what I have suggested, may not be necessary if we could do it from our computer terminals.

Shashi, you have just said that you are leading the way but, seriously, who are you watching out there in the world cities? Surely Tokyo, Seoul and Singapore are probably ahead of us on this front?

Shashi Verma (Director of Customer Experience, Transport for London): There is nobody ahead of us on this right now. I can make that clear very, very firmly. There is nobody ahead of us. We do talk to every major city around the world and I could list out about 30 or 35 cities with whom we have a discussion and an ongoing dialogue. They are all learning from us.

Once upon a time, ten years ago, if you went to East Asian cities they were ahead of us. They are not ahead of us anymore. We are ahead of everyone else in this pack. What is happening now is other cities are trying to figure out ways to emulate the experience that we have gone through. The first in that pack was Chicago, where you can also now make contactless payments, and Vancouver is coming down the path on that front. There are other cities like Budapest that have just awarded a contract for their ticketing systems to be built on the back of contactless bankcards. Just yesterday, Kochi in India launched a request for proposals, again based on a bankcard system, and Seoul and Singapore and Hong Kong, we have regular dialogue with them where they are trying to adopt similar methods of payment. I can say with absolute certainty there is nobody ahead of us and we are actually ahead of everyone else by quite a long distance right now.

Murad Qureshi AM: I will have to look out for that next time I go to East Asia. I do concur though, I think we are certainly ahead of North American cities, but I always thought the leading lights were in East Asian cities. Particularly I remember when Oyster came in to London we were about a decade behind, I think, at that time. You are saying we have gone caught up with them and gone past them now and they are having to catch up with us.

Shashi Verma (Director of Customer Experience, Transport for London): Completely. The first experiment with smartcards were actually done in London in 1992. That was the first time smartcard technology has been used for transport anywhere in the world. The smartcards used to look like the size of an iPhone, that is how big they were, the battery inside them. Our challenge back in the 1990s was that between the theology of PFI and a complete lack of investment, it took us a long time to be able to gather the investment to do anything about ticketing in our environment. The contract for building the new ticketing systems was signed only in 1998 after a prolonged PFI procurement. The first thing that we had to go and tackle after that was putting gates in the Underground stations and removing and replacing ticket machines on the bus network, some of which had been around since the 1950s.

It is only after we had done all of that, that we launched Oyster. Meanwhile, Hong Kong, which did not suffer from these shortcomings, launched the Octopus card before us. Equally Washington DC launched their smartcard before us. We were a little bit behind back then, but we have not stood still with the introduction of Oyster and, with the work that we have done over the last decade, we are far ahead of everyone else.

Murad Qureshi AM: OK, so not only are we ahead of everyone else we were always ahead of them. OK I suppose --

Caroline Pidgeon MBE AM (Chair): No, let us just say we caught up.

Murad Qureshi AM: Again, being a bit more futuristic, you talk about the ticket barriers. Are we envisaging a time when we will not need them and that there may be a virtual barrier and there may be facial recognition of us as we pass through?

Shashi Verma (Director of Customer Experience, Transport for London): My personal view is no because the ticket barriers provide multiple functions. They are there not just for fare collection but also they are for crowd control. With the intensity with which our services get used those other needs, like crowd control, are not going to go away. In every system without gates - and Germany is a classic example of that - people basically do not know how much fare they are losing, so you can be as sophisticated as you want but it is so easy to get in and out of the system that the level of variation is usually quite high. I think ticket barriers are here to stay, partly because they provide a much high rigour in fare collection and partly because they perform this function of crowd control, which is so important in our stations.

Murad Qureshi AM: It is just that, as you know, the Docklands Light Railway (DLR) is barrier-less and I am not sure what the latest figures there are on innovation or whatever.

Shashi Verma (Director of Customer Experience, Transport for London): Yes, DLR has a slightly higher fare division rate than the Underground. It is manageable. The DLR of course was built with a model where there are more staff at stations, so if you put gates to the stations then you have to think about staffing the stations. You have to balance these things out. The Underground is a very, very different environment. The intensity with which some of the stations get hammered on the Underground is unlike anything that you would see practically anywhere in the world. There are only a few examples, even outside London, where confined spaces are being used with that sort of intensity.

Caroline Pidgeon MBE AM (Chair): Could I clarify the monthly and annual season tickets going on to contactless? Are you seeing that there is going to be the ability to have effectively like a monthly cap and an annual cap or is it that somehow you buy this product and it is associated then with your card?

Shashi Verma (Director of Customer Experience, Transport for London): Our plan is that you should be able to buy the product and associate that with the card rather than provide a monthly or an annual cap, yes.

Caroline Pidgeon MBE AM (Chair): I just wanted to be clear on that. I thought that was what you were saying. I just wanted to clarify that. Let us look at the compatibility of these systems with other transport providers.

Victoria Borwick AM: As you have said this morning, you are leading the pack here, so how do we get -- I think one of the complaints that we get from people who are travelling further afield is: how are they going to work together? It comes up several times. Or liaising with people they can use their disabled person's card or their Freedom pass or whatever, certain things that happen in London do not necessarily happen elsewhere. Could you talk to us briefly about how you think you are going to improve compatibility with other transport providers?

Shashi Verma (Director of Customer Experience, Transport for London): As you know, our jurisdiction stops at the boundary of London and outside that it is the DfT. The DfT having been working for many, many years on a standard called ITSO, which is --

Victoria Borwick AM: Interoperability, yes.

Shashi Verma (Director of Customer Experience, Transport for London): Supposedly interoperable. In practice the interoperability has been a lot harder to implement. I think part of the problem that everyone faces right now is that ITSO is actually a technology of a similar vintage to Oyster and the world has moved on.

Victoria Borwick AM: Yes.

Shashi Verma (Director of Customer Experience, Transport for London): Therefore, this question of trying to implement complicated aging technology, in an environment where people's expectations are just sort of water in the air, is a real challenge.

Victoria Borwick AM: Yes, I presume there is no incentive for them.

Shashi Verma (Director of Customer Experience, Transport for London): We would love to be able to make more progress, not least in the belt of commuter stations just adjoining London, but it is not within our gift to be able to do anything of that without the help of DfT.

Victoria Borwick AM: Just taking you back to the points that you made to our Chairman earlier about the cost, presumably therefore that equals profit. In other words, if you are actually costing less because it is only costing you 0.5 or something to take the money, surely there must be a reason from a financial point of view for people to say that there should be an investment?

Shashi Verma (Director of Customer Experience, Transport for London): Yes, I think the logic of that is absolutely impeccable. The question is: how do you make it actually happen through the process of the fragmented transport industry that we face outside London? Unfortunately, logic does not prevail in those discussions all the time. If you just cast your mind back to the period before 2010, we had Oyster pay as you go running on the TfL network but not on the National Rail network. It started off from making exactly the same sort of logical arguments that you are making that this is good, which made no difference to anyone, to saying that we would loan people the money to go and put the equipment in, which also did not make any difference to anyone, to finally coming to the point where we said, "We will pay for the equipment and all you have to do is to accept it" and even that did not make any difference to anyone, so we had to resort to some sort of stronger arm tactics to get people in. Mike led on that project as well.

Shashi Verma (Director of Customer Experience, Transport for London): It was four years of solid negotiation to persuade the train companies and the DfT that Oyster, pay as you go, is a good thing. That is despite the fact that the evidence that it is a good thing was mounting every day with customers using it.

The result of putting Oyster on National Rail is that train company revenue has gone up by more than £100 million per year. This is a figure that the train companies will acknowledge as well. Did that mean that we had a completely smooth and easy ride introducing contactless? No, because we had the same debate all over again. That is the problem that we face every day. That there is such a high degree of reticence to doing the right thing for customers and adopting more in technology that makes life easier, but it is very difficult to make any progress as soon as you step outside London.

Victoria Borwick AM: A final and slightly different question but is there some way, do you think, of using the current systems we have to encourage people to think of other alternative ways of travel? One of the things is reducing demand at peak times, inevitably, and I do not know whether now you are getting opportunities to be quite flexible about when you charge different rates, whether you envisage there is a way of thinking about demand management?

Shashi Verma (Director of Customer Experience, Transport for London): We already have a system of peak and off-peak fares on both Oyster and contactless, and that has been around for quite a while. In fact, some of the off-peak fares are very, very attractive. I travelled in from Heathrow on Monday. From Heathrow to Earls Court the fare is £1.50 off peak. You can travel for the price of a bus fare from Heathrow to Earls Court.

Victoria Borwick AM: I am not sure as a consumer I know that. You know it when you put your card on the thing and it flashes up, but I think maybe there is more you could be doing to incentivise. The point that Caroline has made about the need to change the traffic flows during the day.

Shashi Verma (Director of Customer Experience, Transport for London): I think people are broadly aware of the peak and off-peak pricing. They may not be aware of the magnitude of the differentials.

Victoria Borwick AM: Yes. That is the point you made about complexity.

Shashi Verma (Director of Customer Experience, Transport for London): More importantly, the real question here is: how flexible are people in the travel time that they choose and could you make a difference to that by pricing?

Victoria Borwick AM: Yes.

Shashi Verma (Director of Customer Experience, Transport for London): I think that is the question that you are asking. The evidence for this is almost non-existent because nobody has done it anywhere in the world. To the extent that we have evidence it shows that you can make some difference - there is no doubt about it - but the fare differentials that you are looking for to make any substantial difference are quite large and you have to be mindful of the impact that that has on customers, especially knowing that people on lower incomes are usually the least flexible in their travel times. If they start facing a higher fare then that is not something that is sustainable.

Victoria Borwick AM: Yes.

Shashi Verma (Director of Customer Experience, Transport for London): This whole area looks beguilingly simple, in that: could you use pricing and move the demand around? It is when you start getting into the detail that you realise that it is not a simple problem and the unintended consequences are quite substantial. We just have to be mindful of those factors.

Victoria Borwick AM: A final question then: obviously now we have new sponsors of the cycle hire scheme. Are you intending to work with them in order to get contactless payments on that?

Shashi Verma (Director of Customer Experience, Transport for London): We are investigating and that is not just with the sponsors but also generally, because the contracts for the cycle system companies. We are investigating what happens to the cycle hire system in the future. That is something on which the Mayor is going to make announcements when we are ready to do so, but I think in general the drift is to try to integrate TfL services more as time goes on.

Caroline Pidgeon MBE AM (Chair): Can you clarify - I did not quite catch all of your answer there - are we going to see contactless on cycle hire?

Shashi Verma (Director of Customer Experience, Transport for London): No, I cannot give you an answer on that one because that is something that has not been decided. When it is, the Mayor will make an announcement on that.

Victoria Borwick AM: In six months, a year or --

Shashi Verma (Director of Customer Experience, Transport for London): As I said, generally speaking everything that we are trying to do is to try to integrate services a bit more. You would have to weigh it against all the other factors around the two different technologies and what it costs to launch them, so there

are quite big issues on that to be decided. Had we decided on this of course you would know about it because we would have announced it by now.

Mike Tuckett (Head of Transformation Delivery, Transport for London): Emirates Air Line comes into contactless later this year and London River Services next year, so that has already been decided on.

Victoria Borwick AM: Those two are both coming so it is not beyond the wit of man to make some presumption that the other might.

Caroline Pidgeon MBE AM (Chair): Isabel Dedring [Deputy Mayor for Transport] said before – she saw that it was the way to get more people using cycle hire as well.

Shashi Verma (Director of Customer Experience, Transport for London): There are attractions; there is no doubt about that. We can also see the challenges. The difference between Emirates Air Line and Cycle Hire is Emirates Air Line has two stations.

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

Shashi Verma (Director of Customer Experience, Transport for London): Cycle Hire has 600 docking points.

Victoria Borwick AM: That is right. For example, you are putting in new docking points so that is ideal to try it.

Shashi Verma (Director of Customer Experience, Transport for London): Yes.

Caroline Pidgeon MBE AM (Chair): Exactly.

Victoria Borwick AM: The Committee would welcome such an improvement.

Caroline Pidgeon MBE AM (Chair): Yes, absolutely. Can I pick up another point: is there work going on not only nationally but internationally to look at whether you could develop international ticketing products? We have been talking about it sounds easy and it is technologically very challenging, is that the sort of discussion that is going on?

Shashi Verma (Director of Customer Experience, Transport for London): Could I just break down that question?

Caroline Pidgeon MBE AM (Chair): Yes.

Shashi Verma (Director of Customer Experience, Transport for London): When you say “ticketing products” is there work going on to try to come up with a common method of means of payment? The answer for that is yes. ITSO was an example of that. There is a project called European Interoperable Fare Management (EUI-FM) that has been running for years and years and has not delivered anything useful.

Our view is that if you want an interoperable fare media we have just got one because, in the same way that you can use your contactless cards in London, you can use them in Paris and you can use them in Berlin and so on. In fact, we have seen cards from 57 different countries used on our system already. This industry needs to

stop talking about yesterday's technology and adopt the technology that is available right now that is interoperable by design.

If you drive from here to Warsaw at every petrol station that you stop at you can pay with your credit card. Why is it that we cannot do that on the public transport system as well? The answer to that for many, many years has been to try to create this interoperable fare media, which is specific to transport and so on, and it has never worked. Our response to that is to say, "We do not need to create that specifically for transport. We just need to accept the method of payment that people already have in their pockets".

Caroline Pidgeon MBE AM (Chair): Is that the sort of discussion going on at international level?

Shashi Verma (Director of Customer Experience, Transport for London): Absolutely. I mentioned earlier, we talk to about 35 cities routinely. The discussion is about how they can accept contactless bankcards as their next generation of ticketing, which by default will give interoperability around the world.

Mike Tuckett (Head of Transformation Delivery, Transport for London): For instance, one of the core things we had to solve was what we called the transaction model, which is the agreement with Visa and MasterCard and American Express on how we handle the transactions on transport. We did that in a way where it is not bespoke to TfL. It is actually written generically and is in the rules of those schemes. Any transport operator can now come along and use that and benefit from the years of work that we had to do to put into that to solve those problems. It should be easier for other cities now to adopt this than it was even for us.

Caroline Pidgeon MBE AM (Chair): Excellent. I think that is the end of our range of questions. Have any Members got anything in addition?

Murad Qureshi AM: Yes, just one. It has to be said it is about compatibility with systems. The Cycle Hire scheme has the fobs. When are we going to be able to not use a fob and just use our Oyster cards or contactless to get on and off?

Shashi Verma (Director of Customer Experience, Transport for London): That is the question --

Murad Qureshi AM: Sorry, that was an example --

Shashi Verma (Director of Customer Experience, Transport for London): That is the same question as earlier. To the untrained mind a fob and a card and all these things look similar but the technology backing them behind it is quite different. That is the challenge that we face right now. It would be a good thing if we could use the Oyster card and contactless cards in the Cycle Hire system but the level of technology and the technicality is quite substantial.

Murad Qureshi AM: I understand that but the reality is, you would have a lot more use of the Cycle Hire scheme if we did not have to rely on the key?

Shashi Verma (Director of Customer Experience, Transport for London): I totally agree. That is why I said that the attractions are very clear. What are not so clear are the challenges of trying to integrate these technologies and we have to weigh the two of them against each other. As I said --

Murad Qureshi AM: OK, well, can I just step back then? Surely that should have been a requirement of the system in the first place? It is only five years old.

Shashi Verma (Director of Customer Experience, Transport for London): Yes, but the Cycle Hire system is basically as it was back in 2010 when it was first introduced. It was put in as an off-the-shelf system because we were trying to do something new and one of the ways of limiting risk with something new is to try to get an off-the-shelf system and implement it, which is what has been done.

As I said, there is lots of work going on on this and when we come to a conclusion the Mayor is going to make an announcement on what the path forward is. I totally take the point that you are making here that it would be a good thing if everything was integrated. The only thing I am trying to impress on you, Murad, is that you also have to weigh that against the cost and the technical complexity of trying to integrate two systems and right now that discussion is going on.

Caroline Pidgeon MBE AM (Chair): As I read this, the Mayor is going to make an announcement presumably after purdah on this and we look forward to hearing that.

I understand that in, I think, Stockholm they have the equivalent to an Oyster card but a disposable one, particularly for tourists. They can turn up, buy a ticket and it works for 24 hours or something and then it literally is disposable. It has a chip in it. Is that something you have looked at, at all, to help with the tourist market, rather than having to buy or put a deposit down on an Oyster card?

Shashi Verma (Director of Customer Experience, Transport for London): The first thing is I would not recommend the Stockholm system to anyone. If you know any details about the Stockholm system, it is the most complicated system to use.

Caroline Pidgeon MBE AM (Chair): Oh right, OK.

Shashi Verma (Director of Customer Experience, Transport for London): Having said that, we now have a disposable Oyster card as well. There is a one-day bus pass that has been available since 2 January, which sells for £5. There is no deposit on it. The fare is £5 for the one-day bus pass and we have been selling this from every Oyster ticket stop since January. We are selling about 1,000 of these every day and that is similar.

Caroline Pidgeon MBE AM (Chair): It only works on buses?

Shashi Verma (Director of Customer Experience, Transport for London): It only works on buses. We are looking at similar technology on the Underground as part of our getting paper out and putting disposable smartcards in.

Caroline Pidgeon MBE AM (Chair): Right.

Shashi Verma (Director of Customer Experience, Transport for London): The whole challenge with retailing it on the Underground is it is a lot more complicated because there are many more ticket machines and they would all have to be upgraded to do something of this kind but it is very much on the radar.

Caroline Pidgeon MBE AM (Chair): Potentially, disposable-type cards that suit visitors alongside your other package, yes.

Shashi Verma (Director of Customer Experience, Transport for London): Yes, absolutely.

Caroline Pidgeon MBE AM (Chair): Do any other Members have questions? Well, thank you, Shashi and Mike, very, very much for your detailed answers this morning. There are a few bits of information we would like from you. I will do a letter from this meeting outlining those extra bits of information we would like but good luck, as you move forward with this project, which is far more complex than I think any of us can imagine. Hopefully it will bear good fruit for our passengers in London and make it simpler and cheaper for them to get around.

Shashi Verma (Director of Customer Experience, Transport for London): Thank you.

Transport Committee – 18 March 2015**Transcript of Agenda Item 6 – Cycling in London**

Caroline Pidgeon MBE AM (Chair): Welcome, Andrew, to the Transport Committee this morning, where we are going to be looking again at the issue of cycling, and this is to follow up some of our previous works. We are very fortunate that Andrew Gilligan, who is the Mayor's Cycling Commissioner, has agreed to come to talk to us again - and he last came in December - to update us on progress. I want to kick off with the issue of borough funding, because this is something we have been very concerned about. It has taken us about three months to get the information from TfL, which I know you promised us in December. What we are particularly concerned about is why the funding does not seem to be going out the door as quickly as we would like to see to boroughs, so perhaps you could start off and clarify why only £1.8 million from the £100 million Mini-Holland budget has been allocated to boroughs so far?

Andrew Gilligan (Mayor's Cycling Commissioner): The cycle programme is divided into seven strands and I would say that five of those strands are going well and two of them are not going well enough. The two that are not going well enough are the two borough strands: the Central London Grid and the Quietways. The Central London Grid is essentially Quietways, back street cycle ways in Zone 1.

The problem is that -- and I will be honest, and I said to you before the last time I came, I am pretty worried about the Central London Grid, particularly about progress on that. In fact, I am deeply worried. They are on the whole less complicated routes than Superhighways. Progress has been quite slow and that is why we have the underspend that we do. I do not think it is the fault of anybody at TfL. I think the borough programmes people are very good and they are really keen on it, but it is not their job to deliver the schemes. It is the borough schemes. I do not even think it is mainly the fault of the boroughs. Again, a lot of the boroughs are very keen. It is just the fact that there seem to be a lot of moving parts, a lot of complicated interactions.

A typical Quietway route, for instance, will involve TfL and possibly up to four or five boroughs. Some of them have been slow to agree routings. We still have not agreed a route alignment in Tower Hamlets for one of the first seven Quietway routes. As I say, quite a lot of the boroughs are very keen but it is just the fact that there are moving parts.

Basically, I am extremely worried about the Central London Grid and by now we are supposed to have delivered 17 schemes. By my count only two - possibly three - of the 17 have been completed and all those were basically there already. Only one of the others has even started building. Of the nine Central London boroughs only one, which is Westminster, has shown us all its proposed pre-2016 designs. All the others have now shown us some. No, to be fair, the City has shown us its pre-2016 designs as well. City just came in last week or about ten days ago with those.

The boroughs have not even started consulting on more than a handful of schemes yet, mostly in Camden. I think Islington has just gone out to consultation on one; Kensington and Chelsea have just gone out to consultation on one.

The other problem is that not all the schemes are good enough to justify the public money being spent on them at the moment. We have had to come back on a few. Some of them amount to re-badging of existing routes at some public expense. I have no objection to re-badging, per se, where the route is good enough, and quite a lot of them are. What I do not want is to spend a fortune on it, so either we do something serious and spend serious money or we do a re-badging and do not spend serious money. Where there are more ambitious

schemes there will inevitably be push back at consultation, so I think what that means is we are running out of time to meet our December 2016 deadline.

Broadly we have a plan in place to fix it. That is part of the explanation for the underspend. It is not actually the major explanation. The major explanation is that we went out to consultation on the Superhighways slightly later and took slightly longer doing the consultation than we had planned for completely correct reasons, which I will go into when we talk about the Superhighways. The borough end of the programme is the bit of the explanation that troubles me. It troubles Isabel Dedring [Deputy Mayor for Transport]. It troubles [Sir] Peter Hendy [Commissioner of Transport for London] and it troubles the Mayor. I defended the underspend in the borough programmes a year ago because we were still drawing up the programme. I absolutely refuse to defend it now. As Peter [Hendy] has said it is embarrassing.

Anyway, I can announce today that we are recasting the borough programmes, the Quietways and the Grid, and TfL is going to take more direct involvement in delivering them. We are placing them under the egis of the team delivering the Superhighways and the Better Junctions, and we are appointing the Head of Projects of Programmes at TfL, Sean Peacock, to oversee them and get them moving. He has 30 years' experience in the industry, nine years' experience at TfL, and he has been responsible for delivering, among other things, the Olympic route network. I hope that is an indication of how seriously we are taking this and the seriousness of our commitment to tackle the underspend.

Caroline Pidgeon MBE AM (Chair): That is very helpful. I am going to have to unpick that a bit because your answer was not that key to the question I had asked, which was specifically on Mini-Holland, so let me take a step back then. Is one of the issues that the boroughs, while politically they may be committed, perhaps at officer level they may be committed, they just do not have the capacity to be able to deliver these schemes in a fast time. Particularly there has been some reduction I think in transport officers. We had that evidence before us from London Councils. Therefore, is your announcement today taking direct control of these projects?

Andrew Gilligan (Mayor's Cycling Commissioner): It is taking more control. Essentially these projects will still be borough delivered because they are on borough roads, but I think there will have to be more TfL oversight.

Caroline Pidgeon MBE AM (Chair): Is this basically TfL giving a bit of extra officer support in order to deliver these because the boroughs just do not have the capacity?

Andrew Gilligan (Mayor's Cycling Commissioner): Yes, that is right, and a bit more kind of general oomph in the programme. Like I say, we have seven strands in the cycling programme. Of those I would say that four are going very well. The Superhighways are going very well, the Better Junctions are going very well. The Cycle Hire is going very well and the miscellaneous other strands are going well, and I would like to go into them at some point if I can. The Mini-Hollands are going partly well.

Caroline Pidgeon MBE AM (Chair): Can we just --

Andrew Gilligan (Mayor's Cycling Commissioner): You asked about the Mini-Hollands.

Caroline Pidgeon MBE AM (Chair): I did. Because you have talked about other stuff let me try to unpick that. I know you hold it all in your mind, Andrew. Let us try to be very logical on this. You mention Quietways as an area you were concerned about and you have said what you are going to do to try to resolve

that. Only eight boroughs have so far received Quietways funding, 25 have received nothing. Is that because they have not produced the designs, because they have not been able to agree anything?

Andrew Gilligan (Mayor's Cycling Commissioner): The Quietways programme is in two phases: phase 1 comprises seven routes which will enter a total of 15 boroughs. Most of the eight boroughs that have received funding are those in the first phase. The figures you have only relate to January. There should be more funding. More funding should have gone to some of the other 15, to the other seven boroughs, and you would have a zero on your list by now.

I am less concerned about the Quietways programme than I am about the Grid. The Quietways programme is being built. It is in delivery. The first route is building at the moment between Waterloo and Greenwich. The builders are in. The planning application for the most important intervention on the route, which is a new section - quite a long section of cycle track behind Millwall Football ground - that is in process at the moment. We expect a decision by the end of the month and hopefully, if it is an affirmative decision, we can get on and start building it.

There are route delivery plans in place for all seven of the routes, with the exception of the Tower Hamlets section of one, which I mentioned, where they have not agreed the route yet. There are discussions ongoing. There is a meeting today about some of the other interventions that need to take place on some of the routes. For instance, there is a bridge on one of the routes over into the Olympic Park which has steps on it, which the Mayor has promised to install a slope on. That is taking a while.

That is an example of the kind of third party interaction we have had to have. I have been discussing putting a slope on that bridge with the London Legacy Development Corporation (LLDC), whose bridge it is, for about 18 months, possibly longer. They gave the first commitment in principle to ramp it about 18 months ago and it still has not happened. That is the kind of thing I mean, relatively small interventions without which routes cannot work but need an awful lot of pushing at an individual level.

Caroline Pidgeon MBE AM (Chair): The LLDC is chaired by the Mayor of London.

Andrew Gilligan (Mayor's Cycling Commissioner): That is right.

Caroline Pidgeon MBE AM (Chair): Who you also work for with this vision.

Andrew Gilligan (Mayor's Cycling Commissioner): I have every hope of getting a positive outcome at some point because the Mayor has specifically promised that there will be a ramp on that bridge, which is supposed to be "the main cycle route into the Olympic Park". I do not know why it was built with steps in the first place, if that was the case, and that was before my time. The issue there at the moment is we have one of the sorts of problems that sometimes seem to come up in these sorts of things. It is a kind "perfect is the enemy of the good". At the moment the space available for a ramp in that location is only enough for a one in 7.5 metre gradient ramp and that is deemed non-compliant with health and safety. Some kind of safety audit has been done that says that there is a chance that a cyclist might lose control on the ramp or something like that. It is not that steep. It is about that steep. It is a very shall ramp. There are loads and loads of ramps in London of that depth and, of course, there are a number of hills, much steeper than that gradient, on which cyclists share steep slopes with nasty big vehicles, like Lorries. I am slightly impatient with all that kind of thing, so we have designed a new design to get round that, which has a ramp that doubles back on itself now and gets a much lower gradient.

Therefore, that is where we are at. That is the kind of thing I mean, all these kinds of slightly small but still very important issues that have to be resolved before we can deliver the routes, and they all seem to require political intervention, intervention by me to get them unblocked. That is one of the reasons why we are trying to get more intervention capacity at an earlier stage in the TfL delivery mechanism. There is no criticism of anybody involved at TfL. They are very good but, as I say, it is not their job to deliver this. It is the job of third parties. As I say, I think a lot of the boroughs are genuinely committed too; very committed and, as you say, I think a lot of it may be due to the quite severe reductions in capacity that have taken place at borough level in the last three or four years.

Caroline Pidgeon MBE AM (Chair): Do you have enough capacity at TfL to help with this new additional support role?

Andrew Gilligan (Mayor's Cycling Commissioner): I think we have. We have engaged a delivery agent, Sustrans [sustainable transport charity]. They are working with the boroughs. In some cases they are going to do quite a lot of the work. In other cases the borough itself wants to do the work. It just depends on the individual council. I think in roughly half the initial 15 boroughs they are going to do the work largely, Sustrans. That is the designing of the routes. Then in the other cases the boroughs are going to do it, so it does depend on the individual borough.

Caroline Pidgeon MBE AM (Chair): Let us just pick up the Central London Grid, which you mentioned was the other area you were particularly worried about.

Andrew Gilligan (Mayor's Cycling Commissioner): I classify six out of the seven as good or partially good progress, including the Quietways. Central London Grid is the only one I would say I am seriously worried about.

Caroline Pidgeon MBE AM (Chair): That is essential if we are going to have all these Superhighways working properly and having that network.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes, you are going to have links to and from the (Superhighway).

Caroline Pidgeon MBE AM (Chair): Is it just the boroughs are not working at a pace or are they not happy with some of it?

Andrew Gilligan (Mayor's Cycling Commissioner): I do not want to cast blame on anybody but the fact is that, in just over two years, we have produced enormously complicated and politically contentious designs for Superhighways, Better Junctions, on busy traffic roads involving major interventions; massive and continuous interventions on those roads. We have designed them. We have gone through consultation and we are now starting to build them. They are all in build apart from one, which is about to start building in three weeks. In the same amount of time we achieved almost no building on what are much simpler routes, and that is why we are appointing Sean [Peacock] and that is why we are determined to get a grip on the borough programmes.

Caroline Pidgeon MBE AM (Chair): You are appointing --

Andrew Gilligan (Mayor's Cycling Commissioner): Sean, the programme manager I mentioned before.

Caroline Pidgeon MBE AM (Chair): The programme manager?

Andrew Gilligan (Mayor's Cycling Commissioner): Yes.

Caroline Pidgeon MBE AM (Chair): Sorry, I did not catch his name. That is helpful. Thank you. Now let us get on to the Mini-Holland budget. Only £1.8 million from the £100 million has been allocated to boroughs so far. You are not concerned about that?

Andrew Gilligan (Mayor's Cycling Commissioner): The Mini-Hollands; well, I absolutely would not support writing a £30 million cheque the day we award the funding. The funding has to depend on acceptance of good quality schemes. Partly for understandable reasons, we have seen mixed rates of progress in the Mini-Hollands. I think Waltham Forest, one of the three, is going great guns and they are about to get substantial amounts of funding for the things they have done and tested. I think Kingston is picking up steam. The initial plans for their first scheme did not meet with most cyclists' approval. We met with them and they have now - just yesterday in fact - issued vastly improved designs for that scheme on Portsmouth Road, and so there will be funding coming out for that scheme any time now. That has just received sponsor approval at TfL but, of course, any scheme has to go through the TfL process. It has to be considered good enough by us before we can release the funding. That is why not much funding has been released yet because most of the proposals are still going through that process. You will see funding start to be released now. As I say, Portsmouth Road has been through the process and been approved. There are some other Kingston schemes in the pipeline. There are several Waltham Forest schemes in the pipeline.

Enfield is the one I am most concerned about of the three. There is an amount of political resistance building up to some of the things they want to do and I have had more meetings with stakeholders in Enfield than elsewhere. In fact I have had more meetings with stakeholders than either of the other two put together. I had none at all in Waltham Forest and I think only one in Kingston. I have probably had about four in Enfield.

That is one of the reasons why spending has not flowed straight out of the door because obviously we have to have schemes we can approve, and we are getting those now.

Caroline Pidgeon MBE AM (Chair): You are getting there, but I think you said previously there were £10 million out of this for some schemes in boroughs that were unsuccessful in part of the overall Mini-Holland.

Andrew Gilligan (Mayor's Cycling Commissioner): That is right, yes.

Caroline Pidgeon MBE AM (Chair): How are we progressing on that? I am not sure we have any details of --

Andrew Gilligan (Mayor's Cycling Commissioner): Each of the boroughs was written to in April outlining - am I right about that, I think it was perhaps a couple of months later, but last year - that they had received money for some of the elements of their Mini-Holland schemes. For instance, in Ealing they are getting about £6 million for the uplift of the town centre they want to do. They are making the town centre cycle-friendly. In Twickenham they are getting £2.9 million for the Twickenham town centre - the London Borough of Richmond, of course - and they are getting a substantial amount of money to upgrade the A316 cycle track along the A316, which was also part of their Mini-Holland bid. Hounslow and Hammersmith & Fulham are getting money to upgrade the A315, which is the old Cycle Superhighway 9. There is money for bridges or crossings of the A406 in both Redbridge and Brent. All that money is committed and accounted for in the programme and all the boroughs know they are getting it.

I know the last time we appeared here at the Committee Julian Bell the Leader of Ealing Council was with me. He was saying that he was happy with the amount of money he had under that so far. As I say, again, we do not write the cheque straightaway. We have to see an acceptable scheme. They get about one-tenth of it to work up plans and designs and then, if we are happy with the plans and designs, they get the rest. That is the stage they are working through at the moment, most of them, the plans and design stage.

Caroline Pidgeon MBE AM (Chair): All those you have listed add up to the £10 million --

Andrew Gilligan (Mayor's Cycling Commissioner): They add up to more than £10 million, some of it is coming out of the --

Caroline Pidgeon MBE AM (Chair): That is what I was thinking.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes. They add up to about £40 million in total and £10 million of that is coming out of the Mini-Hollands budget. As you know, we only allocated £90 million to the three boroughs and the other £30 million is coming out of the Quietways budget.

Caroline Pidgeon MBE AM (Chair): Although we have this chart¹, I still do not find it very straightforward to be clear exactly what money is being spent on what sort of schemes per borough. I do not know. I know we have this grid here but there is extra money for Mini-Hollands, which only features in the three boroughs. Except we know £10 million of that is for various other boroughs. I am just wondering that stuff might be being lost here. Perhaps we can get some clarity on that.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes.

Caroline Pidgeon MBE AM (Chair): My final question, which again we may need to have in writing, is how much are you planning to allocate to boroughs for all of these sorts of works in 2015/16? If the designs are being done this year and it has been painful and it is slow, and suddenly we have designs and you give the OK, then we should see a massive spend next year. What sort of figure are we looking at seeing spent in the boroughs in the next financial year?

Andrew Gilligan (Mayor's Cycling Commissioner): In terms of non-Transport for London Route Network (TLRN) infrastructure, the total infrastructure next year is going to be £204 million. Next year is going to be the big spending year, because that is when most of the construction on the Superhighways will be and most of the construction on the pre-2016 Grid and Quietways will be. Of that, the non-tailor end element is £91 million, which is an overspend of what we were planning to do in that year of £24 million, and that reflects the underspend of this year. Overspends do not get lost to the programme, they get carried forward.

I have said that in the past and I have defended underspends in the past, as you know, because I think we did need time to work up adequate designs, but clearly if we keep on underspending much longer then we are going to run out of time to spend the money in the programme. There is going to be a significant overspend. It is programmed to be a significant overspend in 2015/16, which will make up for most of the underspend this year.

Caroline Pidgeon MBE AM (Chair): However, £91 million is what is going to go to the boroughs?

¹ TfL funding allocated in 2014/15 to each borough for cycling schemes at January 2015, as published at Item 4 on the agenda

Andrew Gilligan (Mayor's Cycling Commissioner): £91 million is non-TLRN infrastructure, so yes. Mini-Hollands is £23 million; Central London Grid is £26 million; Quietways is £33 million; a few small items, like rail, superhubs and cycle parking, make up the rest.

Caroline Pidgeon MBE AM (Chair): That is helpful.

Richard Tracey AM: Like Caroline I am somewhat confused by the chart that we were sent by TfL. You say --

Andrew Gilligan (Mayor's Cycling Commissioner): This letter they sent you in --

Richard Tracey AM: Yes, that is the one.

Andrew Gilligan (Mayor's Cycling Commissioner): Right, then that is what I mean.

Richard Tracey AM: It is indeed January 2015 but I keep hearing from colleagues that they do not seem to be seeing much evidence of this money. Various boroughs particularly who went into the competition for Mini-Hollands and were runners up. As you know, Merton was one. I keep hearing from Merton councillors, some of them, that they do not see a lot of evidence of anything really going forward in the peripheral Mini-Holland scheme. There is some money of course being devoted to the town centre which is, I gather, Local Implementation Plan (LIP) funding - major LIP funding for Wimbledon town centre - so it is not Mini-Holland money as such, is it?

Andrew Gilligan (Mayor's Cycling Commissioner): No.

Richard Tracey AM: Then Kingston, as you know, there was some controversy about the ramp on the river. Is that going to go ahead or not? The last I heard from them was that they seem to be redesigning a lot of the plan. There was a change of council control of course in May and that may have affected that. What actually is happening?

Andrew Gilligan (Mayor's Cycling Commissioner): Peter Hendy was in Merton last week and --

Richard Tracey AM: Yes. He came away telling me that they were all frightfully satisfied with everything.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes, that is certainly the message I got from him. Are you getting the message from the council or from the opposition councillors?

Richard Tracey AM: Certainly from opposition councillors who represent the centre of Wimbledon. They may not be the majority party but they are the councillors representing those wards.

Andrew Gilligan (Mayor's Cycling Commissioner): I have written to Andrew Judge, the Cabinet Member [for Environmental Sustainability and Regeneration] there.

Richard Tracey AM: He does not represent central Wimbledon. He represents south Wimbledon.

Andrew Gilligan (Mayor's Cycling Commissioner): He is responsible for delivering the scheme.

Richard Tracey AM: Yes.

Andrew Gilligan (Mayor's Cycling Commissioner): I can assure you we have firmly committed a large amount of money. It is from the LIP major scheme budgets rather than the cycling budget. That is good because it leaves more money for cycling in the rest of the budget to deliver the Mini-Holland element of Wimbledon town centre. We also wrote to them about ten days ago saying what we are going to do for the quarry programme, so they are going to get substantial amounts of money and some of that has come forward already.

Richard Tracey AM: Yes, but not a great deal according to this chart. I think it says £32,000, which is considerably less than I think they were expecting.

Andrew Gilligan (Mayor's Cycling Commissioner): Richard, this chart, as I mentioned at the beginning, is two months out of date. In the two months since these figures were produced they have had more money. As I understand it -- I have not spoken to them directly, I admit, since these figures were produced but Peter [Hendy] has and he says they are delighted with the money they are getting.

Richard Tracey AM: All right. That is his account of it. What about the Kingston situation? That does seem to be a bit confused. Obviously I know quite a lot of the people in Kingston, having once being a Member of Parliament for part of it.

Andrew Gilligan (Mayor's Cycling Commissioner): You mention the boardway. That is due to start. They are due to produce designs for us by August and it was never due to be finished before January 2018. Not all the Mini-Holland elements are going to be delivered in the Mayor's term. As you know, it is one of the most controversial elements. I am quite keen to be assured that it is necessary. It is rather a useful link to and around the town centre, but I want to be sure that it is necessary before we sign the cheques for us.

Richard Tracey AM: Yes.

Andrew Gilligan (Mayor's Cycling Commissioner): What we have seen in Kingston is the first full scheme coming out; the Portsmouth Road scheme. As I say, neither I nor the cycling community was very happy with the first plans for that. We asked Kingston to go back and have another look at it. They have done. They produced far better plans, which I think the cycling community and certainly I support. Those plans have been through the sponsor process. They have been approved. The money is about to be released. They are about to be billed.

Richard Tracey AM: You just mentioned the fact that of course quite a bit of this is not going to be delivered in this mayoral term by May 2016.

Andrew Gilligan (Mayor's Cycling Commissioner): That is right, and that was never the intention.

Richard Tracey AM: No. What is the assurance? We will have a different mayor. It is quite likely that you will not be the Cycling Commissioner, so are you particularly happy with the situation? All of these great schemes - particularly the Mini-Hollands that outer London is very keen on - will they be delivered?

Andrew Gilligan (Mayor's Cycling Commissioner): My intention is to assure that the schemes are in place that the contracts have been signed before this Mayor leaves office --

Richard Tracey AM: I see.

Andrew Gilligan (Mayor's Cycling Commissioner): -- but there was never any intention and it is physically impossible to finish the Mini-Holland schemes before May 2016, because there are more moving parts and because it is a borough rather than us that is delivering them --

Richard Tracey AM: Yes, of course.

Andrew Gilligan (Mayor's Cycling Commissioner): -- it is going to take longer. These are areas where the politics is more difficult in terms of cycling mostly. There are outer London areas where there is not a high tradition of cycling. That is the entire point. We allowed for that in the timetable and that is why we have never said from day one that they will all be delivered before 2016. I would like to get the designs approved; I would like to get the funding out the door; I would like to get the contracts and the building work signed and sealed before May 2016.

Murad Qureshi AM: Can I go back to the Central London Grid? I notice it is not just local authorities you are funding to do things. It is also the Canal & River Trust (CRT). Can you just explain that? Although the amount is not huge I just ask that because I wear another hat, as Chair of the London Waterways Commission (LWC), and I know some of the tensions along the towpaths of our canals between pedestrians and cyclists and I think that needs to be managed in a certain way.

Andrew Gilligan (Mayor's Cycling Commissioner): Very little of the Central London Grid is on canal towpath; there is a very short section on the Regent's Canal. As you know, most of the section of the Regent's Canal through Central London - that central bit through Camden and so on - is not suitable. There are quite long sections of Quietways on the canal towpaths and some of those sections are included in our phase 2 Quietways programme. For instance, there is a long section on the Grand Union Canal towpath from Little Venice out to Uxbridge. That is an upgrading of the existing towpath. Some of it has already been upgraded under one of the pre-existing programmes - a Greenways programme - but some of it still needs to be upgraded and that will be done as phase 2 of the Quietways.

There is one section of the Regent's Canal in Central London that is suitable and that is between, roughly, Lisson Grove and St Mark's Square, if you know where that is. That is near the zoo. It is quite a wide towpath. The rest of it we are not going to include on either the Quietways or the Central London Grid network in Central London. That bit east of St Mark's Square through Camden Town, Camden Lock, along down to King's Cross, and down to the tunnel mouth in Islington. None of that is going to be on the Grid or the Quietways network. We are not going to stop people cycling on the towpaths but it is quite busy enough already and we do not think it can take more cyclists.

Murad Qureshi AM: Precisely. Yes.

Andrew Gilligan (Mayor's Cycling Commissioner): The section in east London in Tower Hamlets - again, also quite busy - is not planned to be included on the Grid network or the Quietways network at the moment.

Murad Qureshi AM: This is around Limehouse?

Andrew Gilligan (Mayor's Cycling Commissioner): That is right. I mean going east from the mouth of the tunnel at Islington, again, there is that really crowded bit by the Narrow Boat pub. None of that is going to be part of the network but some of the western sections are. The outer section of the Grand Union from Little Venice to Uxbridge is reasonably OK. It is reasonably quiet, so that is going to be. Also the Brentford arm of the Grand Union, from Brentford to Bull's Bridge Junction, is going to be on the network.

Murad Qureshi AM: I certainly think that, wherever it is going to be encouraged, it needs to be clearly marked on the towpaths who has right of way. That is the issue.

Andrew Gilligan (Mayor's Cycling Commissioner): We have agreed with the CRT that the same code of conduct will apply. In other words, pedestrians do have priority.

Murad Qureshi AM: Still staying with central London, you said the officers are on side but it may be the members are not so much on side of the councillors in the local authorities in central London because they are getting a lot of pressure from residents groups. Is that your --

Andrew Gilligan (Mayor's Cycling Commissioner): They are not at the moment but my worry is that when we start going out to consultation on contentious schemes they will. That is why I am so concerned to get these schemes out to consultation quickly. Obviously we have consulted. Camden has consulted on several schemes. They are the only Central London Grid borough that is building anything at the moment - in Pancras Road - and it is quite good, and they have consulted on several more schemes.

I think Kensington and Chelsea has consulted on one scheme last week and I think Islington have just consulted in the last week on some schemes. I want the majority of schemes to go out for consultation fairly soon after the election, after purdah, because I think we will otherwise run out of time to deliver them.

Murad Qureshi AM: I just say that because I have seen two pages, from a Bayswater residents group, in their latest newsletter.

Andrew Gilligan (Mayor's Cycling Commissioner): That is about the Superhighway, isn't it?

Murad Qureshi AM: Yes, it is. If that is anything to go by I think they are waiting for the consultations. I think there is a difference, dare I say, between councils representing their residents and us thinking strategically across the whole of London. I think there can be a difference between those two.

Andrew Gilligan (Mayor's Cycling Commissioner): That refers largely to the Superhighways, which are a much higher intervention scheme, obviously, and on much busier roads. Most of the quiet ways and most of the Central London Grid should, I hope, be fairly uncontentious. There will always be objections to people who do not want cyclists just going past their houses, but there will not be as many major interventions as there are on the Superhighways and there will not be anything like as much of an effect on traffic. There will be some effect sometimes where it has to cross a major road, but not much. Having said that, our experience is people nearly always object to anything, and we just have to take the time to meet those objections.

Murad Qureshi AM: I just think of the issues that will need to be dealt with, and it seems to be the big bugbear in Bayswater, is the loss of residential parking. It comes down to things like that.

Andrew Gilligan (Mayor's Cycling Commissioner): There is no real loss of residential parking on that scheme in Bayswater because it is going along Westbourne Terrace, which, as you know, does not have residential parking, and parking in Westbourne Terrace is on service roads. Of course, there will be loss of residential parking in some of these schemes, and that is exactly why I am so keen to get out and consult on it.

Caroline Pidgeon MBE AM (Chair): Everything is always local. I think what I would find useful - and will write afterwards to try to get this from yourself and TfL - is for each borough, very clearly listing the schemes, which pot of money it is coming from and how much. Some of these, like Mini-Holland things you mentioned, are not from the Mini-Holland Project and LIP --

Andrew Gilligan (Mayor's Cycling Commissioner): I think that is an excellent idea, yes.

Caroline Pidgeon MBE AM (Chair): If we could just be very clear, I think that will help all of us because we are all having questions raised at us from different boroughs. I think that would be helpful.

Let us move on to Cycle Superhighways.

Tom Copley AM: Could you tell us about the progress you have had with trying to reach an agreement with The Royal Parks over the night-time use and the route past Buckingham Palace?

Andrew Gilligan (Mayor's Cycling Commissioner): The route past Buckingham Palace is the area where we are still awaiting agreement with The Royal Parks on a route. As you know, we are out to consultation on it at the moment. The Royal Parks' position in Hyde Park, which we have reflected in our route and as you will see in the consultation, is that the route must run on the roads. In other words, it must run on South Carriage Drive and West Carriage Drive in segregated tracks on the roads, rather than on the paths, like Serpentine Road and Broad Walk, which are the existing cycle routes. They will remain for cycles, but they will not be formally part of the Superhighway, and we have accepted that.

The Royal Parks' position on St James's Park and Buckingham Palace is the exact opposite, that it must not run on the roads, and that it must run on the paths. What they want is for it to go up Horse Guards Road, which is that road that runs past the Cabinet War Rooms, if you know where that is, and then turn into the Mall and then go along that path that runs on the north side of the Mall, then behind that screen just by Buckingham Palace, that stone screen where the television reporters do their stand-ups, and then emerge onto a track on Constitution Hill. I have concerns about that route, firstly because it is less direct than the one we want, and secondly because it does create major pedestrian/cyclist conflict. At the bottom of Constitution Hill, at the eastern end of Constitution Hill, just by the palace, is a pedestrian crossing at which, on a sunny summer's day, there are regularly perhaps 150-200 pedestrians waiting to cross, because that is where they come. If you are going to Buckingham Palace, that is where you come to get to the palace from Green Park Tube station. At the moment, The Royal Parks' proposal is going to mean that cyclists are more or less cannoning into those people, and in the eastbound direction particularly that will be concerning because they will be coming downhill; Constitution Hill is indeed a hill.

Tom Copley AM: What is the issue with The Royal Parks? They seem to be quite an untransparent body. Who are they accountable to?

Andrew Gilligan (Mayor's Cycling Commissioner): We have had quite long discussions with The Royal Parks about this. What they said is that they will respond to our position after the consultation is finished, which is in, what, two weeks' time, I think. Something like that. We are going to be meeting the Chair of The Royal Parks to discuss that in the fairly near future. I am hopeful --

Tom Copley AM: It does not --

Andrew Gilligan (Mayor's Cycling Commissioner): Forgive me, Tom. Let me finish. I am hopeful that a resolution can be reached with this issue and I really hope it does. Spur Road - that is the gyratory outside Buckingham Palace - is also one of the most difficult gyratories in London for cyclists. It is scary even for me as an experienced cyclist because traffic is coming at you from two directions. There are not very many road markings. It is one of our 33 Better Junctions. I am very, very keen that we come to a conclusion with The Royal Parks, and I hope we can.

Tom Copley AM: Absolutely. Doesn't the Mayor at least co-appoint some of the people onto The Royal Parks Board? Can't he use his influence via them to achieve this? This is his policy, so he should be putting influence on them himself.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes. That is the argument we are making to The Royal Parks.

Tom Copley AM: OK. Good. Could you also tell us about progress on reaching agreement with the City on the east-west Superhighway?

Andrew Gilligan (Mayor's Cycling Commissioner): I am glad to say the City has agreed to it. As you know, they had serious concerns about it when you last spoke to them and they were opposed to many elements of it. I am glad to say that the members have now voted to support it and we have been able to resolve a number of the points that they were concerned about, so far as the consultation. As you know, we made some changes to the proposed route post the consultation to make it more acceptable to some of the opponents, and the City is now in favour of the route, so I am very pleased about that.

Tom Copley AM: I am sorry if you have mentioned this previously, but when is that? What is the timetable now for that, going forward?

Andrew Gilligan (Mayor's Cycling Commissioner): The first works will start on 11 April - that is about three weeks - at Hyde Park Corner. Works on the main route will start immediately after the London Marathon has finished using it, which is on 27 April.

Tom Copley AM: Thank you. Have any changes been made to pedestrian crossing times following the concerns expressed by Living Streets?

Andrew Gilligan (Mayor's Cycling Commissioner): We made significant change to some of the main points the City was after; significant change to the crossing at Ludgate Circus on the north-south Superhighway. It is going to be straight across so it is going to take less time for people to cross. It is going to be more pedestrian-friendly than it was in the original plans.

On the east-west, the changes to pedestrian crossing times were not enormous anyway. The most that any pedestrian wait time would go up is nine seconds, and a lot would have gone down. A lot will go down under the proposals. There have not been any significant changes, as far as I am aware, to pedestrian crossing times on the east-west.

The schemes overall are enormously beneficial for pedestrians. There is a lot more pedestrian space, more pedestrian crossings and a lot more straight-across crossings where you do not have to wait on an island in the middle of the road, so crossing times will be quicker in most cases.

Tom Copley AM: Finally, how likely is it do you think you are going to face a judicial review from the taxi drivers?

Andrew Gilligan (Mayor's Cycling Commissioner): There is a three-month window for them to launch a judicial review. We are exactly halfway through it. It is six weeks since the formal decision was taken. I am not relaxing yet.

Tom Copley AM: If it did go ahead, how would that affect the timing?

Andrew Gilligan (Mayor's Cycling Commissioner): It depends exactly on what the judge says, I think. If the judge says we have to stop work, then clearly it will.

Murad Qureshi AM: On the Cycle Superhighways, the one bit which I have not heard too much about, although it was presented very strongly when the proposals were put, is the elevated highway on the Westway.

Andrew Gilligan (Mayor's Cycling Commissioner): On the Westway, yes.

Murad Qureshi AM: There are a number of concerns. Shall I firstly take the cyclist perspective, if you do not mind? It is quite an effort to get up there. If you try to get up --

Andrew Gilligan (Mayor's Cycling Commissioner): Have you ever tried running up a ramp?

Murad Qureshi AM: On a scooter, I have certainly done that. You have to put your foot down quite a bit.

Andrew Gilligan (Mayor's Cycling Commissioner): Even with an engine, Murad. That is troubling.

Murad Qureshi AM: That is one issue: how you get up there.

Caroline Pidgeon MBE AM (Chair): It is the gradient.

Murad Qureshi AM: Two, it is pretty inflexible. Once you are up there, you are not going to be able to get down to Portobello Road, are you, or North Kensington? You have to go all the way up to [Shepherd's] Bush and then come back around and things like this, so it is actually pretty inflexible. Also, you are vulnerable to the elements up there. I am not sure what work has been done on that front to at least deal with the cyclists' concerns, let alone other concerns.

Andrew Gilligan (Mayor's Cycling Commissioner): Let us deal with the concept first, and I will talk you through the specifics of what we are up to on that flyover. I know people say it sounds like a weird idea, but actually, if you think about it, it is a brilliant place for a Superhighway. The key problems with bike lanes are kerbside loading, bus stops, turns and general pedestrian activity. There is none of any of that on the Westway. There are no buses. There is no kerbside loading. There are no turnings. There is no pedestrian activity. It makes it brilliantly easy to deliver. On the east-west we have had to go through agonies to get the scheme to work with all the existing users. On this it is just much, much simpler.

It will provide the most fantastic route direct into a huge swathe of west London, all the way out to Shepherd's Bush, along the A40 to Ealing, Wembley, vast areas of west London. It is going to be a huge boon. There is a possibility, I might add as well, of doing a ramp down halfway in the North Kensington area if we can find somewhere for it to land.

We have been talking to Kensington and Chelsea council about that. Again, that area of North Kensington is not particularly well-served by public transport. If you are in Ladbrooke Grove and you want to go to central London you have to around the Hammersmith and City line, so that could get a significant amount of usage for it.

In terms of the actual delivery, as you know, it is not being delivered in the same phase as the first section from Tower Hill to Westbourne Terrace, but it is being delivered fairly soon after. We intend to consult on it later

this year, probably in the summer. The hurdles that have been crossed so far include things like a structural survey and checking whether the slope is indeed too steep to cycle up, and it really is not.

Murad Qureshi AM: I am happy to go up there if you want to go for a cycle and trial it.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes. I have never actually cycled up the slip road of the Westway for the obvious reason that it is full of horrible cars and noise, and I think you are actually banned, but tests have been done and it is not that bad. There are lots of hills in London which are steeper than that. There have been some investigations done about whether the structure of the flyover can handle the works that are needed, and I do not think the conclusion has been fully reached yet but the provisional conclusion is that it can. Clearly it will result in less weight on the Superhighway than there is now because there will not be heavy traffic on one outer lane of it. The issue is whether the redistribution of weight causes extra strain on the structure, that kind of thing. Those kinds of issues have to be worked through, and they are being worked through at the moment.

Murad Qureshi AM: Just to be clear about my position, I think actually the Westway is probably the worst legacy of the previous Greater London Council (GLC). I have complimented its best legacy, the Thames Barrier, and to think that the GLC wanted to put elevated highways like that further into town would have been a disaster.

Andrew Gilligan (Mayor's Cycling Commissioner): Absolutely.

Murad Qureshi AM: Have you discounted the possibility of underneath the Westway? There was historically plenty of land.

Andrew Gilligan (Mayor's Cycling Commissioner): Yes.

Murad Qureshi AM: There were still routes and things like this. That is the route most cyclists are using, underneath the Westway. The Harrow Road is a classic. Surely that gives them the flexibility that they are using and more use still.

Andrew Gilligan (Mayor's Cycling Commissioner): You would think so, wouldn't you? Unfortunately, most of this space underneath has been taken up with things like sports clubs and football pitches and things like that. We would have to clear them off, which would not be --

Murad Qureshi AM: No, I am not suggesting that.

Andrew Gilligan (Mayor's Cycling Commissioner): -- in an inner-city area. Actually, it is also rather forbidding under there. I think it is nicer to be in the open air on the top. The point you made about the symbolic importance of this is also really important. As well as being a hugely important cycle route, easy to deliver in practical terms, it is actually very important symbolically. This is the great symbol of how our cities were almost ruined by infrastructure for the car, and we are going to turn it into a symbol of how they are being reclaimed for the bike.

Murad Qureshi AM: Finally, you do not have to go very far; you go to Marylebone Flyover regularly, you will see tailbacks all along the Westway, and flyovers are meant to mean that cars just fly over. The knock-on effects on traffic: what I do not want is all that traffic coming onto the Harrow Road and all the other roads underneath the Westway. That is what I think is the problem residents are going to have, because it has taken

them several decades to get rid of that damn piece of infrastructure, decades to get used to walking underneath it, and now they are lumbered with all the traffic from up there coming down below.

Andrew Gilligan (Mayor's Cycling Commissioner): The route is not going to go that far east. As you know, it is going to leave the Westway at the Westbourne Terrace junction. What happens at the Westway, the reason why you get those tailbacks on the Marylebone Flyover, which further east than we are proposing to take the Superhighway, is because the route narrows. It narrows from three lanes to two. The two lanes at that point are not always sufficient for all the traffic.

Our proposal takes it down from three lanes to two in the eastbound direction, but west of Westbourne Terrace. At that point there is enough capacity there because quite a lot of the traffic leaves at the Westbourne Terrace exit.

Caroline Pidgeon MBE AM (Chair): Thank you for that. We know TfL is doing lots with heavy goods vehicles (HGVs) and things, and we support that. We want to pick up the issue of bus safety and cyclists.

Richard Tracey AM: Andrew, we do want to talk about bus safety. Obviously your primary concern is with cyclists, but also the same sort of points, in many cases, bringing in pedestrians as well. Do you feel that TfL has given sufficient attention to improving the safety of the London buses? I am sure you receive, as well as we do, a lot of correspondence from Tom Kearney, who is a very well-known and persistent campaigner about bus safety, understandably. Do you think that the right progress is being made?

Andrew Gilligan (Mayor's Cycling Commissioner): I do. I think we have improved the training for all the bus drivers in terms of cyclist awareness and cycling safety. Clearly, there have been a number of casualties involving cyclists, but I think Tom was a pedestrian, wasn't he, when he was hit by a bus? It is nothing like as disproportionate a number as with HGVs, and that is why our focus has been on HGVs. As you know, we have done things like the Safer Lorry Charge. The bus issue is important to us and clearly we are directly responsible for the parameters under which the bus network is operated. They are operated by a contractor to TfL. Part of the contracts stipulate that the training shall include enhanced cycle awareness training.

Richard Tracey AM: Do you feel that the buses are equipped by their operators with the right kit to protect cyclists? You mention HGVs, and we know that a lot is being done there, a lot of proposals, and a lot of new kit is being fitted. What about the buses?

Andrew Gilligan (Mayor's Cycling Commissioner): Some of the same technologies that are being trialled on the lorries can be used on buses. We have been trialling something called the 360 sensor on buses at Bexleyheath Depot. London General or London Central has been doing that. That is basically a device that uses cameras fitted all around the bus to give the driver a view of the bus as if it is from above, from a camera flying just over the bus. It is really good.

Richard Tracey AM: Yes, yes. I am familiar with that.

Andrew Gilligan (Mayor's Cycling Commissioner): That or similar systems are going to be fitted to more buses. We also have a programme of trials of similar devices. As you know, we are flooded with people saying, "Here is the latest miracle technological cure. Fit this to all your Boris bikes. Fit this to all your lorries. Fit this to all your buses, and all will be well." Of course, there is no miracle cure, but we are going to announce a programme soon to evaluate technical options for the next phase of the Safer Lorries Scheme. As you know, the first phase involves fitting mirrors and side guards. The next phase may involve fitting some kind of technological fix to lorries, if we can find one that works and that is worth doing and that will not impose a

wholly disproportionate burden on operators for a very small benefit. We have a programme of trials at the Transport Research Laboratory on that, and some of that technology is also very much applicable to buses.

Richard Tracey AM: On the one hand, you said that there has been special training for drivers to deal with cyclists. The drivers are co-operating, and indeed the bus operators are. What do we have? About 12 or 15 different bus operators across London, I think.

Andrew Gilligan (Mayor's Cycling Commissioner): They are co-operating, and clearly it is very much in their interests to do so because we are their customer.

Richard Tracey AM: Yes. The other thing, I think it was Darren Johnson, particularly, got an undertaking from the Mayor about the operation - is it called Confidential Incident Reporting & Analysis System (CIRAS) Reporting System - to be brought into the buses. I believe it exists on the Underground, but this is for drivers to anonymously feed in information about practices.

Andrew Gilligan (Mayor's Cycling Commissioner): I do not know about that, Richard, I am sorry, but it is probably a question for the bus people rather than me.

Caroline Pidgeon MBE AM (Chair): Finally, we ought to just pick up a couple of things on cycle hire.

Murad Qureshi AM: As you know, Andrew, Santander have taken over and given me an opportunity now to paint the town red whilst I am going on the bike myself. Apart from that benefit for myself, I am just wondering what benefits we could see in marketing the scheme and maybe encouraging new cyclists.

Andrew Gilligan (Mayor's Cycling Commissioner): Cycle hire is one of the seven strands I mentioned, and it is one of the four which I think is going really well. We have done, as you know, a vastly improved sponsorship deal, 45% more in absolute terms, 25% more in real terms, and no break clauses. It is for the full seven years. Santander is extremely keen to use its expertise to market the scheme and, as you know, they are pretty good at it. They have just nabbed a vast share of the current account market through their clever marketing and through the benefits of the scheme, and they are going to use their branches and they are going to use innovative techniques to get even more people using the bikes. That is terrific because one of the things we wanted - as well as the money of course - was a partner who was going to be heavily involved in helping us promote and generate the scheme, and I think we have that in Santander and I am really delighted with the deal we have done. It includes, as you know, the base payment of £6.25 million a year, and then there is a payment on top of £1 million a year for the activation, which is the marketing part.

Murad Qureshi AM: I think we are all signed up on the better deal, and certainly I am sure it is going to make a difference. What I was really concerned about is that actually, at the moment, I am a beneficiary as a central Londoner because I can get on the bike and get to my mum's and my sister's places around central London, whether it be Chelsea, Maida Vale or wherever, but actually, if I wanted to go to outer London, it is nigh impossible. I have to stop at the river, at Fulham, for example, or if I wanted to go further south it is not possible. Are we going to see this scheme being extended further into outer London and town centres there, at least, so that is an option?

Andrew Gilligan (Mayor's Cycling Commissioner): No. Not significantly, no.

Murad Qureshi AM: Not significantly.

Andrew Gilligan (Mayor's Cycling Commissioner): There is going to be some incremental expansion; oozing, as we call it. We are going to expand to the Olympic Park. I am talking to Southwark about expanding into Southwark because that is one bit of the inner city that is not very well covered at the moment. We are not going to see an expansion to outer London. The scheme already costs a reasonably sizeable amount of the cycling budget and I do not want it to consume much more, to be honest, and there would be a big capital cost of extending it further. The scheme works well in central and inner London because it has that density and mesh of journeys. Outer London would be much more difficult to get heavy usage out of the scheme there because the journeys are, firstly, fewer in number, and they also tend to be to and from the same places, whereas in London you have a much more overlapping weave of journeys all over the place.

Murad Qureshi AM: It is not going to be extended further out to --

Andrew Gilligan (Mayor's Cycling Commissioner): It is going to be extended incrementally but not in any major way, unless a new major site is --

Murad Qureshi AM: That would be done piecemeal, depending on local authorities and others who may want to fund it. What other kind of possible operational changes could we see? There have been issues about how ready or not they change bikes at docking stations. Are things like that being thought through as well?

Andrew Gilligan (Mayor's Cycling Commissioner): I think you have seen a real improvement in the operation of the scheme, and all those stories we were seeing a year or a year and a half ago about people not being able to get bikes and niggles in the operations, clearly those kinds of problems have not totally vanished. There are always going to be problems. It is always going to be impossible to meet the demand at Waterloo Station at 8.45am, but we have significantly improved performance on that, and as a result you have seen significantly fewer complaints and significantly fewer media stories about that kind of thing. That is a real tribute to the work done by the Cycle Hire Team at TfL. They have enormously improved day-to-day performance and ironed out niggles. Satisfaction is at a record high, 80% satisfaction, and usage is at a record high. It is 5% up on the year before. Those things are reflections of the fact the system is performing better than it was. As well as doing a better deal, we have fantastically improved performance.

Murad Qureshi AM: Payment and what-have-you is another issue. I did pursue, those of us who have the key, why we cannot have it on our Oyster card, and that is a more long-term thing for TfL to do. There are people who use it on a daily basis, and there have been issues there. What kind of things can you offer a casual user, whether it be a tourist or a Londoner, just realising the journey could be done better by bike, rather than buses or Tubes?

Andrew Gilligan (Mayor's Cycling Commissioner): One of the things that is going to boost the usage of these bikes even further is the general changes we are doing to the network in London. The Superhighways alone, I am sure, will generate huge amounts of extra business because it will just be more attractive and easier to cycle in central London. The Central London Grid, if we get that sorted, will also generate more business because there will be places for people to ride. At the moment, you hire a bike and it is often quite hard to work out where the best route is and which way you should go, and that hopefully will change as a result of our changes to the route network generally. That will boost cycling generally, of course, but it will boost use of the Santander cycles even more.

Murad Qureshi AM: The bikes themselves, as you know, are considered to be heavy. Are we going to get lighter versions in the long run?

Andrew Gilligan (Mayor's Cycling Commissioner): No. I think they work really well. They are not meant to be zippy racers. They are meant to be heavy. They are meant to be the kind of thing that you can ride in your ordinary clothes. No.

Navin Shah AM: Andrew, the Mayor in his London Plan has a strategy which is agreed and enthusiastically supported by all parties, and that is for economic and housing regeneration. You have 38 opportunity areas and I think eight intensification areas, generally a lot of them outside London or in outer London boroughs. Should we not be actually strategically, therefore, looking at taking hire schemes to those areas where there is going to be a major level of activity? Infrastructure improvements, a large amount of housing, new multi-use developments and so on. Is it not something that you should be looking at now?

Andrew Gilligan (Mayor's Cycling Commissioner): It comes back to the nature of journeys in those places. We are not going to see the intricate, overlapping, meshed network of journeys that we get in central London. Typical journeys in suburbs are to and from specific places, like if you are in Kingston. Most of the Mini-Hollands thought about doing cycle hire schemes as part of their bid, and they most decided against it on the basis that there would be an awful lot of bikes going into Kingston town centre in the morning and then coming out in the evening and doing maybe two trips a day, if that. That is the difficulty with suburban journeys.

I think the emphasis in the suburbs needs to be on getting people to ride their own bikes and on the infrastructure to do that, and there is a lot of potential there because there are lots of quiet streets in the suburbs. There are lots of places that people can ride bikes. It is usually a matter of fixing one or two key nodal places that make it difficult, and that is, again, partly what the opportunity areas are about.

Navin Shah AM: I take a view that the suburban landscape is going to change faster than we think. They are very urban and will become even more urban. Look at the example of northwest London for that matter, western London. You have Brent, you have Harrow, you have Old Oak Common linking Ealing and so on. There are some very, very major, serious regeneration plans for those areas, and that is where we need to look. When you talk about incremental, it has to be more than incremental in terms of places of implementing bike hire schemes because when you look clearly, in detail, at some of those areas where town centres are being connected, the level of activity and population increase, surely there are major benefits in introducing bike hire schemes sooner than later.

Andrew Gilligan (Mayor's Cycling Commissioner): Old Oak Common, to take the example, is about five miles west of central London, and you would not just be able to implement a bike hire scheme in the redevelopment area. You would have to implement it across the five miles between Old Oak Common and the rest of the scheme, and that would be enormously and prohibitively expensive. With other opportunity areas it would be even more expensive. I think we have to start from the ground up in planning these developments for cycling, which we have been quite bad at in the past. The Olympic Park, for instance, is particularly well planned for cycling even though it is quite new, and we are having to retrofit it in lots of ways, which I talked about earlier. We need to be better at that and I think we are getting better at ensuring that cycling is built into new developments, but I do not support extending the cycle scheme in any significant way to outer London.

Caroline Pidgeon MBE AM (Chair): Finally, when can we expect contactless on cycle hire?

Andrew Gilligan (Mayor's Cycling Commissioner): There are a whole series of options being worked through on that. I do not have anything on that --

Caroline Pidgeon MBE AM (Chair): A rough timescale?

Andrew Gilligan (Mayor's Cycling Commissioner): There are a whole series of options being worked through for the future cycle hire which we are in discussion with the new sponsor about, and it is all tied up with the new deal, so there is nothing to say on that at the moment.

Caroline Pidgeon MBE AM (Chair): Nothing at the moment. Thank you so much, Andrew, for your time --

Andrew Gilligan (Mayor's Cycling Commissioner): Thank you.

Caroline Pidgeon MBE AM (Chair): -- and your work in this area and for updating us.

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MINUTES

Meeting: Transport Committee
Date: Friday 27 March 2015
Time: 3.00 pm
Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at:

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

Present:

Caroline Pidgeon MBE AM (Chair)
Valerie Shawcross CBE AM (Deputy Chair)
Victoria Borwick AM
Tom Copley AM
Steve O'Connell AM
Richard Tracey AM
Murad Qureshi AM

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

- 1.1 Apologies for absence were received from Dr Onkar Sahota AM, for whom Murad Qureshi AM attended as a substitute Member, and from Darren Johnson AM and Navin Shah AM.

2 Declarations of Interests (Item 2)

- 2.1 The Committee received the report of the Executive Director of Secretariat. Valerie Shawcross CBE AM declared a non-pecuniary interest as a Southern Railway passenger, in the context of the rail services affected by the London Bridge station redevelopment under discussion at Item 3 on the agenda. The Chair indicated that a number of Members were passengers of train operating companies affected.

2.2 **Resolved:**

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

3 London Bridge Station Redevelopment (Item 3)

3.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions on the impact on passengers of London Bridge station redevelopment to the following invited guests:

- Phil Hufton, Managing Director of Network Operations, Network Rail;
- Simon Blanchflower, Major Programme Director - Thameslink, Network Rail;
- Steve Knight, Sussex Area Director, Network Rail;
- Charles Horton, Chief Executive, Govia Thameslink Railway; and
- Alex Foulds, Commercial Director, Southern Railway.

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

3.3 During the course of the discussion the Committee requested that the following information be provided in writing:

- An estimate by Network Rail of the economic cost of the disruption to date; and
- The number of Govia Thameslink Railway passengers who had taken up the enhanced season ticket compensation.

3.4 The Committee noted that Govia Thameslink Railway committed to looking at publicising that compensation applied to delayed journeys not just specific delayed services; and that Network Rail offered to share with the Committee its daily performance data.

3.5 The meeting adjourned at 4.34pm for a fire alarm test. The meeting reconvened at 4.35pm.

3.6 **Resolved:**

(a) That the report and discussion be noted; and

(b) That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree follow-up correspondence on the impact of London Bridge station redevelopment.

4 Transport for London Customer Service (Item 4)

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

4.2 Valerie Shawcross CBE AM, Deputy Chair, who had been appointed as rapporteur to lead on the review of Transport for London's customer service, introduced the report, which called for Transport for London to introduce a customer charter incorporating all the passenger services. She explained that London Underground and some bus services did not have a customer charter and stated that an all-encompassing customer charter need not be expensive. Victoria Borwick AM expressed a wish that taxi and private hire passengers also be included in such a customer charter.

4.3 **Resolved:**

That the report, *TfL customer service – Next steps*, as agreed by the Chair under delegated authority, in consultation with party Group Lead Members, be noted.

5 Transport Committee Work Programme (Item 5)

5.1 The Committee received the report of the Executive Director of Secretariat setting out the work programme.

5.2 **Resolved:**

- (a) That the Committee's initial priorities for its 2015/16 work programme, as set out in the report, be noted;**
- (b) That the letter, agreed by the Chair in consultation with party Group Lead Members under delegated authority, to the Commissioner of Transport following up the Committee's discussion on taxi and private hire services at its meeting on 25 February 2015, be noted;**
- (c) That the letters to the Mayor and the National Union of Rail, Maritime and Transport Workers about taxi and private hire services be agreed;**
- (d) That authority be delegated to the Chair, in consultation with the party Group Lead Members, to agree arrangements for any site visits before the Committee's next meeting; and**
- (e) That authority be delegated to the Chair, in consultation with the party Group Lead Members, to write to Transport for London about District line services to Kensington (Olympia).**

6 Date of Next Meeting (Item 6)

- 6.1 The next meeting of the Committee, subject to confirmation at the London Assembly's Annual Meeting in May 2015, was scheduled for Tuesday 9 June 2015 at 10.00am in the Chamber, City Hall.

7 Any Other Business the Chair Considers Urgent (Item 7)

- 7.1 There was no other business.

8 Close of Meeting

- 8.1 The meeting ended at 5.12pm.

Chair

Date

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

Transport Committee – 27 March 2015**Transcript of Agenda Item 5 - London Bridge Station Redevelopment**

Caroline Pidgeon MBE AM (Chair): Let's move into our main item today, which is on London Bridge station redevelopment and the works that are going on there. We are delighted to have five distinguished guests before us this afternoon. I am very grateful for you giving up your Friday afternoon to talk to the Transport Committee and to answer our questions. We have three people from Network Rail: Steve Knight [Sussex Area Director], Simon Blanchflower [Major Programme Director – Thameslink] and Phil Hufton [Managing Director of Network Operations], who has recently moved to Network Rail from London Underground (LU); so you are all very welcome indeed. From Govia Thameslink Railway, which covers Southern and Southeastern¹, Charles Horton, who has been before the Committee before – we have met many times – who is the Chief Executive and Alex Foulds, who is the Commercial Director [of Southern Railway]. You are very welcome this afternoon. We have quite a range of questions, as you might imagine, on this topic. We have been asking passengers for comments on this and of course they have been flooding in. When we talk about trains it is very easy to talk about the railway and the kit, but the reality is that it is about people's lives and the impact it is having, to put this into context. We all feel very passionate about this because many of us here are living this every day when we come into work.

Some of the comments we have had from people: "I have been late from work and late picking up my kids too often", "I can't be the only one who's very tired and depressed by this situation", "My commute is ruining my life", "These daily delays are causing me to be late for work and I miss my son's bedtime every evening". Somebody who is new in a job said, "Your incompetence is making me look incompetent". Lots of people have had some very good suggestions and things, but we have had other people saying, "I'm a disabled person and I find it extremely dangerous to have so many people pushing and shoving to get in the station and get on the train".

Obviously, some of the issues we are going to cover today are general issues that have been raised, but the works and everything else are putting so much additional stress on passengers, who are already busy and doing their jobs. The community is part of it and that is what we need to be looking at how we can address today.

I wanted to kick off the questioning to try to understand what is causing the problems at London Bridge. If I look at the performance of the trains and Southern trains, for February, 82% of the trains that ran were late, and 8% were cancelled, diverted or more than 30 minutes late. Only 10% in February ran on time. If you look at that, it was out of a very much reduced service. That is just there. It is similar with Southeastern: 42% have been late and so on. There are some serious issues about reliability going on.

Perhaps Network Rail wants to kick off and then perhaps we will come to Charles [Horton] and the train company. What is going wrong at London Bridge?

Phil Hufton (Managing Director of Network Operations, Network Rail): Firstly, I would really like to apologise on behalf of both Network Rail and myself personally. I am a fare-paying customer like the people who go through London Bridge and it is just not good enough. We cannot afford to put our passengers and our customers under this level of service. It is not acceptable.

¹ Following the meeting Govia Thameslink Railway stated that Southeastern is a separate company; Charles Horton is also Managing Director of Southern Railway, which will be incorporated into Govia Thameslink Railway from 26 July 2015.

I am going to work tirelessly - and I cannot do it on my own; it is about the organisation - and I am committed to make sure that this place is going to be significantly different and I am going to do that in a number of ways, actually.

I have appointed a senior director who is going to take full accountability for the station itself. Having said that, I am accountable for everything that happens within the operational side of the railway and I accept that. Therefore, I have an individual director who is taking the lead.

We are putting a number of changes into London Bridge in particular because we definitely have to do different things to change the way that station operates. I will talk about that later, but I do want to stress the point that we had four lines coming into London Bridge and now we have three. Recognising that there is going to be a reduction in capacity to meet the volume, it is a challenge that we have to put right.

Again, I just want to endorse my message to everybody that I am so sorry and sincere about the way that this has happened.

Caroline Pidgeon MBE AM (Chair): OK, but what has actually been going wrong? We have heard that the new signalling equipment that was installed over Christmas is not perhaps up to the job. We have heard that there might be problems with trains fusing the signals and it might be something to do with the train interface. We are hearing all sorts of different rumours out there as to what it is that is going wrong. Can you tell me? Have you diagnosed exactly what it is that is causing the problems?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Shall I come in on that?

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

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Simon Blanchflower. I am the Programme Director for the Thameslink programme.

We carried out major works over Christmas and New Year, which you are aware of, during the 16-day blockade that we had. We installed a significant amount of new equipment during that blockade and also commissioned equipment that we had previously installed in the staged works leading up to Christmas. We have had two areas where the asset reliability has not been good enough and we openly acknowledge that.

Caroline Pidgeon MBE AM (Chair): The new equipment has not been good enough?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): There have been two situations. One is to do with some of the sets of points that were installed near New Cross Gate, where we had a series of infrastructure failures in the first four weeks after we reopened the railway in January. We very quickly got on top of that, identified the root cause and remedied the issue with those sets of points just north of New Cross Gate and so they are now functioning well. Indeed, over the last month, we have had only one incident with those points and that was not a service-affecting incident.

The other issue that we have had is with some track circuit equipment. That was part of the signalling equipment that we installed at Christmas. There was one particular equipment room where we had a number of those failures. We have done a lot of diagnostic work in terms of understanding what is causing those failures and have tracked that down to a particular earthing fault that was in that equipment room. We have remedied that. Since we remedied that particular earthing fault, we have now seen, again, a very good level of

reliability from that equipment. Indeed, in the last ten days, since we finally rectified that, there have not been any further incidents in terms of the equipment that we installed at Christmas.

Therefore, we openly acknowledge that there were two areas where the installation had not performed in the way that we wanted it to and that certainly had caused a number of the reliability issues that we have seen in terms of asset performance in the approaches to London Bridge.

The other area that Phil [Hufton] touched upon is in terms of the works that we are doing in order to create the worksites for the next stage of works that we are undertaking as part of the Thameslink programme. We have had to take certain areas of infrastructure out of use while we do those works. That has restricted the amount of infrastructure, as Phil referred to, in terms of the number of tracks that are available on the approaches to London Bridge.

We did a lot of work with the train operating companies (TOCs) in trying to understand the capacity that then remained in the layout and tailored a timetable to suit that. In the morning peak, that has proved - after the initial reliability issues - to be accurate in the sense that we are running 22 trains an hour into London Bridge in the morning peak. In the evening peak, we have recognised that there are constraints that had not been fully identified in some of the modelling we did initially and we have had to slightly reduce the capacity in the evening peak to reflect that.

In summary, those are the issues that we have been facing in terms of the influence of the Thameslink programme. As Phil has already illustrated, there have been challenges that the unreliability of the infrastructure has caused in terms of passenger crush to crowding, if you like, at London Bridge Station, which the station management, as Phil has referred to, is now trying to address.

Caroline Pidgeon MBE AM (Chair): Let us just try to unpick some of that. It has taken you three months, effectively, to resolve the problems on the new equipment you have put in. Is it the case that effectively you are putting in new equipment that you have not tested elsewhere, a bit like the nightmare we had on the Jubilee line when that was upgraded? They were live-testing new equipment and it was not working and kept failing. Is that effectively what you have been doing at London Bridge?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): No, it is not. In terms of the initial issue with the points, which we resolved within four weeks, it was to do with some installation issues, which again were quickly resolved.

In terms of the track circuit issues that I referred to, which have taken slightly longer to resolve, those track circuits have been performing very reliably in other parts of the network and we have had no issue at all with them. They are a tested product. We have been using them over the last nine months at London Bridge and previous installations have had no issues with them at all. It was just this particular equipment room in terms of the electrical earthing that proved slightly different in that room due to the nature of the power supply. I am probably getting a little bit technical here, but that caused those particular problems to the power supply units. It took us time to identify that, working with the suppliers and with the maintainers. We have now achieved that and we have now resolved that particular issue.

As Phil [Hufton] said, we fully understand the impact that that has had on customers. It is not acceptable and we have learned the lessons from that in terms of feeding those into the next stages of works that we will be carrying out.

Caroline Pidgeon MBE AM (Chair): There have been some issues with installing the new equipment, but the new equipment has been tested elsewhere and so it is not completely brand new to the network.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): No, absolutely not.

Caroline Pidgeon MBE AM (Chair): That is helpful to know, but you have had problems with installing it. Is there an issue with your contractors and how they are installing this new equipment?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): In terms of the track circuits, no, it was nothing that the installers could have envisaged. There was a particular configuration of events there that had caused this. Was it foreseeable? No, I do not believe it was and I do not believe any blame can be laid at the door of the contractors.

In terms of the points installation work, we are looking at an element of retraining there and coaching from the lead expert on this, but again I do not believe that there should be blame laid at the door of the supplier in that instance.

Phil Hufton (Managing Director of Network Operations, Network Rail): It is quite interesting because some of this equipment actually was installed on LU and so it was proven and tested equipment. What we did find in those days was that we had different power surges that caused a problem and this was quite significant in terms of some of the failures in this particular equipment room. It was proven kit.

Caroline Pidgeon MBE AM (Chair): Yes, good, but the trains supposedly fusing some signals was to do with this earthing and how it was wired, if you like, to be simple?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): There was a thought at one stage that a particular train type - Class 442, which has particular electrical characteristics - might be interfering with it. That has never been proven. There are modifications taking place, I believe, on that particular type of rolling stock anyway in terms of the converters on that, but it has never been fully proven that that was a contributor to it. It was potentially an issue, one that we had to rule out.

Caroline Pidgeon MBE AM (Chair): OK, both the points down at New Cross Gate and the track circuit equipment, basically, account for the bulk of your delays. Does that account for all these signal failures outside Bermondsey where we all sit there and crawl along and wait for the next green light? Is that covered by that or is that something else that has been going on?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): In terms of the asset failures, those two examples I have given cover probably about 85% of the service-affecting failures that we have had. There have been a couple of other minor issues. There were a couple of blown fuses and things like that, but nothing of significance. These two events that have described cover, as I say, probably 85% of the failures. When people refer to 'signalling failures' and so on, it has been this issue to do with the track circuits and the power supplies to them that has caused the vast majority of those issues.

Caroline Pidgeon MBE AM (Chair): You are on top of that now?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Yes, absolutely.

Caroline Pidgeon MBE AM (Chair): Presumably you are installing this elsewhere at London Bridge, are you?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Yes.

Caroline Pidgeon MBE AM (Chair): You will not have the same problems again?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): I am confident around that, yes.

Caroline Pidgeon MBE AM (Chair): Very good. Val, you want to comment?

Valerie Shawcross CBE AM (Deputy Chair): Can I just interject there? You said, Simon, that the asset failures around New Cross Gate took four weeks to fix. We have had 12 weeks of this misery now. How soon did you get on the case for getting the repairs done?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): In terms of the points, we were there within three days in terms of getting the right --

Valerie Shawcross CBE AM (Deputy Chair): Three days? You cannot get an emergency team in overnight if you need to?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): We did. We did a short-term fix and we then had the right professionals there within three days to do the longer-term fix. In terms of the immediate fix, we had people there immediately to deal with that. In terms of the longer-term fix, we had people there within three days mobilised with the right equipment to put in place the right long-term reliability fix on those points.

Valerie Shawcross CBE AM (Deputy Chair): We previously had a private briefing and Dave Ward [Route Managing Director (London and South East), Network Rail] was there. We were led to believe that the reason there had been so many substantial failures was that the modelling had been wrong in terms of how many trains could come in and out. They had it wrong because they overestimated the capacity of the trains to turn around and for people to run the system as it was. At that point, nobody said, "We have severe asset-failure problems".

I have had statements from your public affairs people telling me and telling us all in a public notice that it was a passenger on the line at Streatham Common one night when we had the big Tuesday melt-down. There has been a complete absence of any information about possible asset failures or other issues going on in the system until queried and challenged.

Why has Network Rail not been absolutely upfront with us about what has been going on and why? If you knew that this was happening, why were we not told when we kept asking? We have been asking persistently, "What is going on and why?" It has been presented to us as some kind of mysterious cloud that nobody can see through, but clearly you are telling us now that we can have confidence in you because you knew what the problem was and you had it fixed as soon as you could. This has all been done in distressing amounts of secrecy.

Phil Hufton (Managing Director of Network Operations, Network Rail): Can I just answer part of that? Obviously, on that particular evening, on 3 March --

Valerie Shawcross CBE AM (Deputy Chair): I do not just want to talk about the evening, Phil. I want to talk about the fact that there has been 12 weeks of misery.

Caroline Pidgeon MBE AM (Chair): It is longer than that now.

Phil Hufton (Managing Director of Network Operations, Network Rail): I understand that.

Valerie Shawcross CBE AM (Deputy Chair): It has been 12 weeks of misery and this is the first time we have had any kind of account of the problems with the assets. There has been secrecy around the asset failures.

Caroline Pidgeon MBE AM (Chair): Rumour and counter-rumour.

Phil Hufton (Managing Director of Network Operations, Network Rail): I do not think that was intentional.

Valerie Shawcross CBE AM (Deputy Chair): Accountability is something we are interested in.

Phil Hufton (Managing Director of Network Operations, Network Rail): Absolutely, and I do not think that was ever intentional. All I was going to say was that I cannot answer why people have not told you and I will find out why people have not explained all of the issues that have been going on. Simon [Blanchflower] has obviously made it absolutely clear what the failures have been.

What I was going to say is that on that particular evening, there were a number of issues that compounded the problem even more. Yes, there was an attempted suicide that caused a problem at Victoria. There was a train failure that caused an additional problem at Canada Water. Things became compounded. Again, this is not meant as an excuse, but people just became lost on the way in terms of all of these issues that have come together as a culmination. However, I can assure you from --

Valerie Shawcross CBE AM (Deputy Chair): Phil, the point I am making in terms of your corporate communications as an organisation, when elected people ask you what is going on and are sent statements that say, "There was somebody on the track. It was not our fault" --

Phil Hufton (Managing Director of Network Operations, Network Rail): OK. I can only apologise for that, but we are going to fix that.

Valerie Shawcross CBE AM (Deputy Chair): -- and then we have to probe and probe to find out what the problem is --

Phil Hufton (Managing Director of Network Operations, Network Rail): Yes, we are going to fix that, I can assure you. We are going to fix the comms as well.

Valerie Shawcross CBE AM (Deputy Chair): It is a culture of secrecy within Network Rail.

Phil Hufton (Managing Director of Network Operations, Network Rail): I am not familiar with that level of secrecy, I can assure you.

Valerie Shawcross CBE AM (Deputy Chair): I know you are not, Phil, but I am telling you there is a culture of secrecy at Network Rail.

Phil Hufton (Managing Director of Network Operations, Network Rail): I can assure you that there is a significant change taking place in the organisation. There is an absolute commitment from Mark Carne [Chief Executive, Network Rail] and the rest of the executive team. We are going to do things significantly differently in Network Rail. I can assure you that we are going to be open and transparent.

We are building on our comms team and I am now working on a daily basis with the comms team because I know there are lots of other events that have taken place. Potentially, there are risks that we are going to be faced with in the next few weeks and months and Easter is a challenge. I am working now with the comms people to make sure we have absolute transparency because --

Valerie Shawcross CBE AM (Deputy Chair): Thank you.

Phil Hufton (Managing Director of Network Operations, Network Rail): -- I am not prepared to hide anything whatsoever. That is not my nature. That is not the way I operate. I am not prepared to have people behaving in that way.

I do not think people have maliciously done that. What I think has happened is that people have not got their facts together well. We have to make sure that we are on top of our game and that is where we are going to get to.

Caroline Pidgeon MBE AM (Chair): Thank you. There are communication issues with passengers and we are going to come on to that, but the idea that you knew there was this problem and not to put up, "We have fixed this problem. We identified it". Then at least passengers think something is happening instead of every day, "Is my train going to run? What is going on? Are they actually doing anything?"

Valerie Shawcross CBE AM (Deputy Chair): We are elected Members.

Caroline Pidgeon MBE AM (Chair): What I wanted to ask --

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Can I just clarify one point, Caroline, because it might be useful? In terms of the performance we have had since Christmas, a contribution to that has been the asset failures and the asset reliability issues. It has also been, if you like, the bedding-in of the timetable and I am sure Steve [Knight] is happy to talk about the bedding-in of the timetable, which has also been a contributory factor. It is not as simple as just the asset failures being resolved. It has also been the work that we have been doing jointly between the operators to bed that timetable in.

Caroline Pidgeon MBE AM (Chair): We are going to come on to the timetable in a minute. Simon, something you said earlier was that you were now able to run 22 trains an hour at peak hours in the morning, but you were not able to in the evening rush-hour. How many are you capable of running in the evening rush-hour?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Steve is better equipped to talk about that.

Caroline Pidgeon MBE AM (Chair): Steve, how many are we able to run?

Steve Knight (Sussex Area Director, Network Rail): We are running 20 trains per hour in the evening.

Caroline Pidgeon MBE AM (Chair): There are 20 in the evening and 22 in the morning peak?

Steve Knight (Sussex Area Director, Network Rail): I could explain the difference, if that helps, in terms of why we can --

Caroline Pidgeon MBE AM (Chair): I will leave it there at the moment but remember you were going to do timetabling and maybe we will pick that up. I just wanted to clarify that figure.

Charles, could I come to you, just to ask? Obviously, you have all these infrastructure problems and failures and so on. What about - in terms of you operating the train services - things like dwell-time problems and other stuff? We are going to get into detail on drivers later, but what have you been doing? Clearly, you are running the trains --

Valerie Shawcross CBE AM (Deputy Chair): Or not running the trains.

Caroline Pidgeon MBE AM (Chair): -- or not running them.

Charles Horton (Chief Executive, Govia Thameslink Railway): Sure. Just to underscore what Phil [Hufton] said, on behalf of Southern and Govia Thameslink Railway (GTR) as well, we understand our passengers have had a very rough time over the past few weeks. Alex [Foulds] and I were both at a 'Meet the Manager' yesterday morning at London Bridge and so we heard it first-hand. We have been there a number of times over the past few weeks. I happen, actually, to travel through London Bridge on many occasions as well and I have also been caught up in the disruption. I totally empathise with passengers and their experience and I do understand the strength of feeling about this. I totally understand why passengers are frustrated and annoyed. I just wanted to put that on the record.

In terms of a timetable, as you have heard, we would aspire to run probably 24 trains an hour if we could. We have been advised - we have been working very closely with Network Rail - and we always understood that after Christmas, with the infrastructure that we had, the maximum that it would be possible to run - given the need to rebuild London Bridge Station, which we should not lose sight of in this process - would be 22 trains an hour. As you have heard, experience has revealed that 22 trains an hour in the evening peak is not possible and, therefore, we have had to reduce the service on Southern to 20 trains an hour in the evening peak.

That has left us making some choices about which services we cut out. We have made several iterations, changes or tweaks to the services we have cut out. We have done it on the basis of doing our best to try to understand what alternatives passengers have if we remove services. Secondly, it was on the basis of knock-on crowding that we create because we do understand that by taking trains out of the timetable there is a knock-on effect on crowding. Thirdly, it was on the basis of the effect on the performance of other services as well.

In making those decisions, we recognise that there are no good-news choices there. Nobody is going to be jumping for joy out of us making those sorts of decisions. What we seek to do is to do the best we can to make the least worst decisions in those circumstances.

However, I would just finally add before you probably come back to me on that that, in seeking to make those changes, what we have tried to do is to make the best judgements we can based on all the information we have. We have taken feedback from passengers, we have seen how things have performed and we have made further tweaks. We will continue to do that and we have further changes that we are looking at making for May to build on that understanding that grows as we implement the timetable changes.

Caroline Pidgeon MBE AM (Chair): There will be further changes in May that passengers --

Charles Horton (Chief Executive, Govia Thameslink Railway): Yes, which we are working on at the moment.

Caroline Pidgeon MBE AM (Chair): Is that further cuts to services?

Charles Horton (Chief Executive, Govia Thameslink Railway): No. There will be no overall reduction in the quantum of services using London Bridge. What we are seeking to do is to – again, using those three decision criteria that I have explained – try to do even better than we are doing at the moment in terms of --

Caroline Pidgeon MBE AM (Chair): Will you look to try to more evenly space some of the services?

Charles Horton (Chief Executive, Govia Thameslink Railway): Indeed.

Caroline Pidgeon MBE AM (Chair): You will have no doubt seen my tweet last night. My cancelled train meant there was half an hour with no train.

Charles Horton (Chief Executive, Govia Thameslink Railway): Sure.

Caroline Pidgeon MBE AM (Chair): That is unacceptable at rush-hour. You will be looking to address those?

Charles Horton (Chief Executive, Govia Thameslink Railway): We will certainly do our best, within the parameters and the challenges we have, to do the best we can for passengers. We understand that this is a very difficult situation for passengers.

Caroline Pidgeon MBE AM (Chair): Can I just ask Network Rail before we move on to another area? Perhaps, Phil, I will address this to you. Have you looked to calculate the economic cost of this disruption to London and to businesses? When there is a strike on the Underground, we know the figures always come out. The London Chamber of Commerce and Industry always estimates the Tube strikes and I think the last lot, it said, cost the London economy £50 million per day. What is this actually costing London's economy?

Phil Hufton (Managing Director of Network Operations, Network Rail): I cannot answer the question. We are all working on that, absolutely. I have some people looking at it now because I work quite often on a return-on-investment type of approach. If you think about the impact that these types of things make, then it is about investing to eliminate these types of failures. Therefore, we are working on that, but I could not give you the figures today.

Caroline Pidgeon MBE AM (Chair): When could we expect that kind of figure to come out from you?

Phil Hufton (Managing Director of Network Operations, Network Rail): If I could get back to you, I would appreciate it if we could do it that way.

Caroline Pidgeon MBE AM (Chair): I have had businesses contacting me saying, "This is costing my business. My staff cannot get in on time and so on. It is having a huge impact".

Phil Hufton (Managing Director of Network Operations, Network Rail): Absolutely. I have had quite a bit of experience, unfortunately, with these types of situations and it is just not fair.

Caroline Pidgeon MBE AM (Chair): No. OK. We will move on to the next section on accountability and partnership.

Valerie Shawcross CBE AM (Deputy Chair): Feel free to interrupt me. When we had Peter Hendy [Commissioner of Transport for London] in for his annual discussion with us, one of the things he said to us was that he felt there was a lack of a single controlling mind, ie the interface between the operational trains and the infrastructure management. There was some dysfunctionality there and there was not a controlling mind.

A number of us went to see the Secretary of State [for Transport, Rt Hon Patrick McLoughlin MP] and he said he was going to do something about that and he had his eye on that failure, although of course it was two-and-a-half months in by then.

What I want to know is who now is responsible for ensuring that there is a controlling mind in this situation? Let us explore that role.

Phil Hufton (Managing Director of Network Operations, Network Rail): Ultimately, it is my accountability. Network Rail is accountable for the London Bridge Station. There is absolutely no question whatsoever.

Caroline Pidgeon MBE AM (Chair): Very clear.

Phil Hufton (Managing Director of Network Operations, Network Rail): We have had interfaces, obviously, with the TOCs and we do work closely together. Having said that, there are a number of areas that certainly need a greater level of focus and that is the focus I am actually putting in today. Even the amount of technology in the station is not as apparent as it should be.

For example, as you know, in the LU stations, we have been working hard to get Wi-Fi into the stations. That is definitely something we are developing. Within the next couple of weeks, Wi-Fi will be more available both for us and for customers.

Valerie Shawcross CBE AM (Deputy Chair): Do you know, Phil? That is great and we are really pleased, but Wi-Fi is not rocket science. You can get Wi-Fi put up in a coffee shop in three days and we are still three months in. Tell us about this massive interface between the infrastructure, some of which has been going wrong, and the operators. How are you making sure that we are getting away from our petty organisational interests, be they private or be they public, and we are actually getting into looking after the interests of the passengers getting somewhere safely and in a timely fashion? Is that what you are doing, Phil?

Phil Hufton (Managing Director of Network Operations, Network Rail): I would not say it is a massive challenge or a massive comms issue. It is quite simple and basic, to be honest with you. Yes, it is what we are doing. We have had a number of sessions together. As you know, I joined Network Rail. I took over in February, actually, but I have met Charles [Horton] more times than I care to think about.

I am certainly visiting London Bridge personally. I try to go every day. I go in the peak. Even the positioning of visible staff was not appropriate. I would like to think, if you went there today, you would see that there is a change. However, as I have said, it is a Network Rail station and managing the interfaces between the TOCs and us is absolutely fundamental.

Valerie Shawcross CBE AM (Deputy Chair): The buck is stopping with you, Phil. There are two things that worry me about this. We were really pleased when we heard there might be a controlling mind there at last. Two things worry me about it.

I see a reference to you as a sort of 'Gold Commander'. I think that was the phrase that Patrick McLoughlin [Secretary of State for Transport] used. A 'Gold Commander' in our experience is somebody who gets on top of it after it has happened, ie it is an emergency management situation. What we are seeking here is prevention and day-to-day smooth management, not a hero who is going to come in when it has all fallen over again.

Can you reassure us that you are actually going to be doing effective prevention work in a joined-up way and are stemming the problems as quickly as they arise?

Phil Hufton (Managing Director of Network Operations, Network Rail): I certainly would not describe myself as a hero, but thank you for that. It is not about one person. Absolutely, it is not. My world is definitely about prediction and prevention. That is where we have to evolve to. Today we are not there and we are more around response and recovery. It was the same world in LU when I was in the same place. It is about how we are going to migrate from this response and recovery to prediction and prevention. It will not happen overnight. That is one thing, unfortunately, I can assure you.

Caroline Pidgeon MBE AM (Chair): How long?

Valerie Shawcross CBE AM (Deputy Chair): How quickly can you get the organisation into shape so that it does do prevention and recovery faster?

Phil Hufton (Managing Director of Network Operations, Network Rail): There are three parts to the plan. There are the immediate things that we are doing, which are the basic things and the simple things that we should have been doing. Secondly, there --

Valerie Shawcross CBE AM (Deputy Chair): Give us a few examples. We want to get inside this machine now because we do not trust any of these organisations to do it sight unseen. We want to take the back off this machine and know exactly what you are doing. What are you going to be doing?

Phil Hufton (Managing Director of Network Operations, Network Rail): Maybe you will trust us when we have actually delivered something. The basic things that we are doing are, one, making sure that staff are equipped with radios that work off the same channel and allow the communications to happen more effectively. We are putting more customer information screens visible outside the station and inside the station. More staff are actually on board.

I have engaged an independent organisation now to assess passenger movements on the station. It is the same organisation we use in the Greater London Authority (GLA) for things like firework displays. That organisation is on board now and is assessing all the movements within London Bridge. I am actually going to develop that further into all London stations. This organisation is a professional organisation that will help us to ensure we have this right.

Valerie Shawcross CBE AM (Deputy Chair): Just tell me, Phil. You are doing an awful lot of work there and clearly, for some of this, it is a bit of a surprise that it is not already in place, to be frank. You are having to put some basics in there. Do you have a national role as well as doing this or are you now 100% on London Bridge?

Phil Hufton (Managing Director of Network Operations, Network Rail): I have a national role, but it is important that people recognise how Network Rail operates because there is this perception that I "rule the world". I do not and I never want to, either.

The way Network Rail is structured is that we have a number of functions that have responsibilities and then there are two main parts of Network Rail. One is network operations, which is the part that I am responsible for and which looks after the operational side, ie things like signalling, and also the maintenance side. That is all of the assets. We maintain all of the assets. The other side of it, then, is the infrastructure side, which is the part that Simon [Blanchflower] comes from under a different responsibility.

When I look at the role, yes, geographically, it is much greater. However, if I look at my role in LU prior to coming here, it was far more difficult, challenging and sophisticated than the role I have today, absolutely. Why? I ran the train services; I ran the stations. I had 270 stations and now I have about 20. I ran the whole train service, the train drivers, the unions and everything. Therefore, this role, in my view, is quite a lot simpler than the one I had previously.

Valerie Shawcross CBE AM (Deputy Chair): Are you reassuring us that if there is a major crisis elsewhere, either in London - and we had problems at Blackfriars and whether it was Thames Water water or Network Rail water and all of that nonsense over Christmas - or elsewhere in the country, you would not have to take your eyes off the ball at London Bridge? I find that quite worrying. I know there is a long-term role there for the whole country to be sorted out, but we are having a crisis now and we want to see this properly managed for once. You are offering us some glimmers of hope, Phil, that things might possibly get better now --

Phil Hufton (Managing Director of Network Operations, Network Rail): They will.

Valerie Shawcross CBE AM (Deputy Chair): -- and we are worried that we might lose you somewhere else.

Phil Hufton (Managing Director of Network Operations, Network Rail): No. One of the reasons I decided to join Network Rail is because I actually believe - and this is not meant to be arrogant - that I can help to make a difference. It is about leading and inspiring people. I have 25,000 people in my part of the organisation. I have to make absolutely clear that this is never about one person and it certainly is not about me alone.

What I am doing is, because of my relationship within Transport for London (TfL), Mike Brown [Managing Director of LU and London Rail, TfL] and I are looking at developing a pan-London approach to dealing with incidents in particular. Certainly incident management, which is the world that unfortunately we are in today, and developing it into predicting and preventing is going to be far more joined up with TfL. Obviously, I understand the organisation and I know it can be far more effective. We are getting a number of key people in key places to ensure that I am not above the organisation.

Let me just tell you my view of 'Gold command'. It is strategic. It is not operational. It is a strategic role. Whatever description people might have for Bronze, Silver and Gold, Gold for me is always about the strategic approach, not delving into all the details of the operation. If you look at it with a military type of approach, that is exactly where 'Gold command' comes from.

I cannot be everywhere all the time, but I have to make sure there is a structure in place with capable people who can really make a difference. There are some fantastic people in Network Rail and it is the same in TfL and in LU, but it is about making sure that you create people who are far more joined up. That is the thing that we have to do better with.

Valerie Shawcross CBE AM (Deputy Chair): I have to say that this Committee had an increasingly good relationship with Network Rail before this crisis and our confidence has crashed right to rock-bottom. It was

not that things do not go wrong in the system. It was just that when things go wrong in the system and they are not attended to in any way that seems professional, then that is when confidence crashes.

Phil Hufton (Managing Director of Network Operations, Network Rail): I do get that.

Valerie Shawcross CBE AM (Deputy Chair): A last question, Phil, if I may. I know the Secretary of State has now been involved and the Mayor told us this week that he had been involved. What commitments have they asked you for and what commitments have you given to them? Are there any further commitments that you want to give to us?

Phil Hufton (Managing Director of Network Operations, Network Rail): It is really quite interesting, actually. I know the Secretary of State has been involved and I welcome any input from anybody.

We have a plan. The plan was being developed because of London Bridge specifically, but it is for the whole of the network. If people want to contribute to that plan, then I can assure you I am more than open to that. My discussions with people within the Secretary of State's organisation have been very open and transparent and for me it has been more about, "What are you doing", rather than, "This is what you need to do". I would like to believe that we know how to run this railway. Some might say not very well at the moment, but that will improve. There is a plan in place that we are developing. The checks and balances are in place.

I know the Mayor has also made comments. In my days in LU it was a similar situation. We used to be on the front page of the *Evening Standard*. LU is in a significantly better place than it has ever been and I would like to think I played a part in that and that is my intention - absolutely - with both Network Rail and also the TOCs.

Valerie Shawcross CBE AM (Deputy Chair): What commitments have you made to them?

Phil Hufton (Managing Director of Network Operations, Network Rail): I have made commitments that we are going to develop a better system within Network Rail both for London and for the whole of the UK. My commitments are quite basic --

Valerie Shawcross CBE AM (Deputy Chair): In terms of what is going on at London Bridge now, what is the timetable for things getting better and what are the milestones?

Phil Hufton (Managing Director of Network Operations, Network Rail): I do not think you will see massive improvements in terms of the train performance until we get the fourth line back. Obviously, I will ask Charles [Horton] for his views on this, but this development at London Bridge is going to be in place initially until 2016 before you see some significant improvements and then 2018 before we are expecting --

Valerie Shawcross CBE AM (Deputy Chair): Phil, we understand. We had Network Rail in twice before Christmas. We understand that we were going to suffer reduced services in a planned and controlled way. We understood that. What we do not understand is why the reduced services we were promised are not there now and even fewer services are there. Performance spiralled continuously down into hell for weeks and weeks and nobody seemed to be telling us why or how it was going to get better. What we want to know now is how, over the next few weeks, we are going to see services become predictable and reliable.

Steve Knight (Sussex Area Director, Network Rail): We have seen two things in the problems at London Bridge. One is the infrastructure issues that we have talked about a lot and one is the timetable-related issues.

Many of the aspects around the timetable have been improved over recent weeks through the changes that Charles [Horton] alluded to earlier. Particularly within the morning peak, it is very consistent and over 90% of trains arrive within five minutes of their published times. In the evening peak, we have also seen a continuing trajectory of improvement. Last Thursday and last Friday were the best two days for Southern Public Performance Measure (PPM) for several years.

Therefore, we have seen some tangible improvements in the performance in recent weeks and we are quite easily able to show that improvements have been made. We recognise there is still a lot more to do, but we have made some tangible improvements. The actions that we have taken we will continue to take and we will continue to make improvements.

Caroline Pidgeon MBE AM (Chair): When can passengers expect the current timetable to run effectively like clockwork so that they can turn up and know the trains will be there on time and will get them to their destinations on time?

Steve Knight (Sussex Area Director, Network Rail): There are two aspects of that. One: for example, last Thursday and Friday were very successful days. We have published a plan with Southern jointly about Southern's improvement, which is available on the internet and --

Caroline Pidgeon MBE AM (Chair): The passengers are not going to look at that sort of thing or most passengers are not. When? I just want a date for when you think this timetable will have bedded in and when 99% of the time you will turn up to the station and the train will arrive on time and then get you to London Bridge on time? That is what passengers want.

Steve Knight (Sussex Area Director, Network Rail): I accept that and the historical performance in this part of the world has been comparable to where it currently is and we need to make that better. There are further timetable changes in May, which should help to improve that even further.

Caroline Pidgeon MBE AM (Chair): We have to put up with this until May? Is that what you are saying?

Charles Horton (Chief Executive, Govia Thameslink Railway): I think what Steve is saying is that really there are three things that are starting slowly to improve the situation.

The first is that driver and signaller familiarity is improving as they get more familiar with this new infrastructure. There has a huge change been made in the approaches to London Bridge and it, understandably, took people a little bit of time to actually get on top of that. That issue is now largely addressed.

Secondly, as Simon [Blanchflower] and as Phil [Hufton] has said, the asset reliability of the points and of the track circuits is improving and we have seen a steady improvement in those areas.

Thirdly, we are through the timetable tweaking process seeing a gradual steady improvement in the reliability of trains in and out of London Bridge. We will make further changes in May, which will - we expect - further improve things again.

I do not think anybody can come here today and say, "We will promise you that there will never be a problem at London Bridge again". I would love to be able to do it. It would make my life very easy today. We will not be able to do that. However, what I can promise you is that through the things that I have said and the work that is being done jointly between us and Network Rail, I do expect things to steadily improve. Part of the

discussion that we have been having with Network Rail on an ongoing basis since the problems at Christmas has been about how we work together to make this better.

To something that was said a little earlier on, which I do want to come back on, I do not share the Commissioner's analysis about there being a lack of clarity at London Bridge or a lack of understanding about who is in charge. I have always understood that London Bridge Station is a Network Rail-managed station. My staff who work at London Bridge Station are there to look after customers, but when push comes to shove, when something needs to be done and when a decision in an emergency situation needs to be made, my staff work to the instructions of Network Rail's people. That has always been the case and that has never and will not change. We work on that basis.

Caroline Pidgeon MBE AM (Chair): Yes, but it is about senior oversight and ownership is what Peter [Hendy, Commissioner of Transport for London] was getting at, rather than that day-to-day operation.

Charles Horton (Chief Executive, Govia Thameslink Railway): In terms of senior oversight and understanding, as soon as we knew we had problems, the day after we started to have problems at London Bridge, we were on the phone to each other talking about what we could do about it, how we could work together to make things better. There is no lack of relationship or lack of understanding or focus between us and Network Rail. We always work very closely together.

In fact, if I could just say, in performance terms, Steve [Knight] has already mentioned the performance improvement plan that we have jointly signed up to with Network Rail. We have an alliance agreement with Network Rail to work together to deliver that.

Caroline Pidgeon MBE AM (Chair): You are going to come in, yes, Steve?

Steve O'Connell AM: I am going to come in on timetabling later, but I am just going to pick up on Steve's [Knight] point about how Thursday and Friday were good days, as if it is cause for celebration that we have actually had two days when the trains were running on time --

Valerie Shawcross CBE AM (Deputy Chair): I know. It is one of those --

Steve O'Connell AM: -- and we should all whoop and hurrah because you have had two days when my residents in Croydon and Sutton had a good --

Valerie Shawcross CBE AM (Deputy Chair): Holy cow, Batman! There is a train moving!

Steve O'Connell AM: They have had three months of it day after day after day. They have no confidence that when they turn up at the station there are going to be trains there. They look at East Croydon: delayed, delayed, delayed, delayed. We have to celebrate the two days you had the trains on time? I will come back to timetabling later, but I had to challenge that.

Caroline Pidgeon MBE AM (Chair): Yes, absolutely. We will come back to timetabling. Then we are going to move into communicating with passengers.

Richard Tracey AM: The first thing, Phil, I want to ask you: I read a quote from you in the last 24 hours where you said that London Bridge is "uncomfortable" but is not "unsafe". Is that an accurate quote? Did you say that?

Phil Hufton (Managing Director of Network Operations, Network Rail): No, I did not, but one thing I will endorse is that London Bridge is not unsafe. It is not unsafe. It is a safe station. It is well managed. We work very closely with the British Transport Police. We have a significant amount of people there. That station is safe.

Richard Tracey AM: That is very good. I am pleased to hear that, although, to be honest, there have been the criticisms of the operation of the barriers and whether you leave the barriers open or whether you have them closed when people are leapfrogging them or crawling underneath. That in itself, of course, is unsafe. The track may not be unsafe but surely the operation of the station is unsafe, is it not --

Caroline Pidgeon MBE AM (Chair): The station environment, yes.

Richard Tracey AM: -- and the environment?

Phil Hufton (Managing Director of Network Operations, Network Rail): Absolutely and that station is safe. In terms of the ticket barriers, the ticket barriers will remain open in those types of situation.

Richard Tracey AM: You said it is "uncomfortable". You do mean that, do you? It is uncomfortable? Would you accept that?

Phil Hufton (Managing Director of Network Operations, Network Rail): They were not quite my words. They might have been written in that way, but they were not quite my words. I can assure you that all customers who use that station are safe and there is no evidence whatsoever that it is unsafe. There have never been any injuries there. Nobody has been hurt.

Richard Tracey AM: It just struck me as the most extraordinary illustration of bad public relations and bad customer relations that you were actually admitting that it was uncomfortable to an extreme, which we all know. There is no question, it is

Phil Hufton (Managing Director of Network Operations, Network Rail): It is not a word I would use, actually.

Richard Tracey AM: I see.

Caroline Pidgeon MBE AM (Chair): Before you move on, I want to bring Murad [Qureshi AM] in, but you say that there have not been any accidents or whatever there. Quite frankly, that is but for the grace of God. With the number of overcrowded situations, particularly on platforms like 15, it is unbearable. Some of the quotes we had were about pregnant women being pushed in the crush and other people being left in tears because it was so overcrowded and they could not get onto a train.

Valerie Shawcross CBE AM (Deputy Chair): People were saying they are afraid.

Caroline Pidgeon MBE AM (Chair): People were saying they are afraid, as we have heard as well. It sounds quite dismissive saying that it is safe or whatever. People do not necessarily feel that.

Valerie Shawcross CBE AM (Deputy Chair): What if there is a terrorist alert?

Phil Hufton (Managing Director of Network Operations, Network Rail): Just to offer a parallel, LU moves more people a day than the whole of the UK network moves.

Caroline Pidgeon MBE AM (Chair): Yes, that is right.

Murad Qureshi AM: We know that.

Valerie Shawcross CBE AM (Deputy Chair): Yes, we know LU is competent and we are very pleased that it is.

Caroline Pidgeon MBE AM (Chair): We have not always been, but we are more pleased at the moment.

Phil Hufton (Managing Director of Network Operations, Network Rail): No, but I am talking about the number of people.

Valerie Shawcross CBE AM (Deputy Chair): We do not feel quite the same way about the rail industry, though, and it is in the dock.

Richard Tracey AM: It is not a LU station that we are talking about, is it?

Caroline Pidgeon MBE AM (Chair): No, exactly. Let us bring Murad in here.

Murad Qureshi AM: Indeed. Thank you, Chair. I am grateful for small mercies that I have not had to suffer like south Londoners have through London Bridge over the last few months. When I go through London Bridge, I just go through the Tube.

Can I just bring back what Val [Shawcross CBE AM, Deputy Chair] has pointed out and highlighted very well about the operational infrastructure and the controlling mind? Can you just remind us which Main Line terminus in London you do not actually control? You do not know? OK. I will tell you. It is Marylebone Station. Interestingly enough, there, the franchisee, Chiltern Railways, runs the franchise and the station and I think that explains why they have been successful in running not just a general station but a superefficient station. Are there any lessons to be learned from that?

Phil Hufton (Managing Director of Network Operations, Network Rail): Certainly there are significantly fewer numbers of people actually using Marylebone Station.

Murad Qureshi AM: I take that but, nonetheless, for example, it will deal with the peak of tens of thousands of football supporters tonight going to Wembley. If there are any problems at the barriers, they will be up straightaway and they will let them straight through, knowing football fans and computers do not necessarily mix but they will manage it. That is the kind of thing we need.

Phil Hufton (Managing Director of Network Operations, Network Rail): OK. I was actually just going to go on to say that Marylebone obviously is not under the scope of change that London Bridge significantly is, of course.

Murad Qureshi AM: It has had platforms, additions and what-have-you.

Phil Hufton (Managing Director of Network Operations, Network Rail): Just to get to your point, we are always prepared to learn lessons from anywhere, absolutely. If there are better ways of doing things, then I can assure you that best practice fits into my portfolio.

Murad Qureshi AM: For example, there is a station manager there you could go to. He or she is dealing with both sides of the operation, not just the station, and the trains coming in.

I will just come to Charles. Are there things you would like to see improve in Network Rail? You are not being too critical about the things that Network Rail has been doing so far. Surely you, as a franchisee, going to London Bridge, can see things could be done better if you had it in your hands.

Charles Horton (Chief Executive, Govia Thameslink Railway): I am sure passengers, when they look at what we do, would be absolutely dismayed if we sat there and started falling out with Network Rail about making this better. I would completely understand that. What passengers want us to do is to roll our sleeves up, work with Network Rail and get on with making it better and that is what we have been doing. That is our approach and that is what we have been doing since Christmas.

From spending quite a lot of time myself at London Bridge and from talking to a lot of customers, that is the message they give me consistently. I would just pay a tribute to passengers. They are very good humoured and very patient in the circumstances they have found themselves in. They have also been very good at giving their views and advice and opinions based on their experience as well. I see it as my job and the job of my team to work together with Network Rail to make this better for passengers and get it done as quickly as we possibly can do. That does not mean that on occasions we do not have a difficult conversation and that we do not say things to each other that challenge each other. That is the right way of doing things but, in terms of actually getting this to work better, we see it as a common cause.

Murad Qureshi AM: Can you just at least tell us some of the suggestions you have made in that partnership approach that you wanted to adopt?

Charles Horton (Chief Executive, Govia Thameslink Railway): In terms of the timetable, that is a very good example of how we work together. Network Rail has shared its analysis on, for example, movements in and out of a station. We have shared our analysis of the number of passengers using the trains and our assessment of what would happen if we make certain changes to the timetable. By working together, using Network Rail's capability on timetable modelling and our understanding of passenger numbers, we think we have come up with an increasingly better position with the timetable, excepting the fact - going back to what I said earlier - that we accept there is no great news on timetable when you are running fewer trains than you want to be. There is a way by working together with Network Rail of making it the best you possibly can do and that is our focus.

Caroline Pidgeon MBE (Chair): Thank you for that and we will move on to communicating with passengers.

Richard Tracey AM: There was one other thing I wanted to ask, though, which I am not clear about. The Secretary of State, I gather, said he was going to put a Department for Transport (DfT) director into Network Rail. It was last week he said this. I wonder if that is the role you are playing, Phil, as the 'Gold Commander' or is this someone who has not yet been appointed.

Phil Hufton (Managing Director of Network Operations, Network Rail): I cannot really respond to the comment about putting a director of whatever into Network Rail. My role is much wider than just dealing with London Bridge or even London. My role is that I am accountable for all of the Network Rail operations and maintenance activities across the whole of the UK.

Richard Tracey AM: I see.

Phil Hufton (Managing Director of Network Operations, Network Rail): That is what I joined the business to do.

Richard Tracey AM: It is interesting that the Secretary of State said this apparently in one of the crisis meetings that have been held, but clearly it has not happened.

Communication with the passengers, if we can move on to that, because it is obviously a very critical area that there are so many passengers that have been writing emails to us and commenting all over the place about what they see as a gulf in communications about what is going on. We, of course, were all involved in the planning of the Olympics and the communication there and it did indeed involve London Bridge with TfL and Network Rail. Everybody said it worked fine, really extremely well. What has gone wrong here, then, with communication? Where is it you have missed out?

Phil Hufton (Managing Director of Network Operations, Network Rail): Certainly, if I can just allude to the Olympics point, I was heavily involved personally in terms of what we did during the Olympics or maybe not to the Olympics and I guess we probably planned as soon as the Olympics was announced it was coming to London. That was when the planning process started. Certainly in terms of managing the interfaces between TfL and obviously the aspects of TfL and the interfaces then with Network Rail and the TOCs was something we worked on for a very long period of time. We tested, tested, tested and made sure we had it right. Not only did we make sure we did get it right, there were some occasions - and I know personally because I was involved - where maybe things did not go quite as well as we had planned but the level of contingency that we built in to support and underpin the operations and the communications was absolutely significant.

On the role of Network Rail and particularly with London Bridge, there are a number of things that have happened that maybe did not meet our expectations and that is the thing we do have to work much, much harder with. Creating that Olympic environment, that common goal, and if you think about it, everybody was focused on the Olympics being a success because we were cited as a reason why it would not be and of course it was a massive success. There have been so many people who were focused on the Olympics in those days who have not taken the same approach in terms of London Bridge. They are the lessons we can learn by being far more joined up.

Richard Tracey AM: Surely you and we have known pretty much since the Olympics finished that this was all going to happen at London Bridge. I have been travelling through London Bridge for the last six or seven years and certainly in the last two the news has been there and there have been posters up and all that kind of thing warning us as passengers that we were going to confront it. I do not understand why, therefore, the strategic planning was not going on. There is the same sort of strategic planning you just talked about over the Olympics.

Phil Hufton (Managing Director of Network Operations, Network Rail): I would just say that unfortunately I obviously was not involved in those particular times; I have recently joined the organisation. The one thing I can say quite clearly is that it is going to get significantly better.

Richard Tracey AM: That is good.

Charles Horton (Chief Executive, Govia Thameslink Railway): In the whole issue of strategic planning of communications and the messaging, there is a Travel Demand Management (TDM) board, which is chaired by Vernon Everitt [Managing Director, Customer Experience, Marketing and Communications] from TfL, in which the representatives are all TOCs. It also has passenger representatives coming along on a regular basis and also

Network Rail involved in that as well. Some of the messaging you see has very much been driven by that TDM board where TfL, the TOCs and Network Rail are working together as a team to try to deal with this.

The Olympics is a thing that we learned from and continue to learn from but it had a different characteristic from a major upgrade like London Bridge. Some of the differences: during the Olympics, there was not a constraint on infrastructure through London Bridge. We are dealing with a constraint on infrastructure because we are having to rebuild the station and therefore, that is the first significant difference.

Secondly, during the Olympic period, in that bright, sunny period, we had good asset reliability and of course it has been freely acknowledged here today that during the London Bridge period after Christmas we have not had that same level of reliability in terms of asset performance.

Thirdly, we had fewer passenger numbers travelling. You will be aware of the TDM work to actually discourage people or to encourage people to take their holidays at different times to make sure we were able to maximise --

Richard Tracey AM: But surely --

Charles Horton (Chief Executive, Govia Thameslink Railway): -- if I can just finish, all of those things. The final thing to say is that the Olympic Games was a sprint; this is a marathon. It is a marathon that is going to take place over three years. To rebuild London Bridge and do everything we need to do, does take different thinking and different skills and, as you have heard from Phil [Hufton], based on the experience after Christmas and based on the problems we have had, we have learned those lessons. We have adjusted what we are doing and, as a result of doing that, we will make it better. However, as I said, it is a different experience and a different situation to the Olympic Games.

Richard Tracey AM: Yes, but in terms of communicating with passengers, one of the things we went over endlessly over the Olympics was people being advised to take alternative routes. There has been a certain amount of that with people who take the Overground and then use Canada Water and different bus services and things, but it does not seem to have happened to the same extent here. The other thing is the announcements to passengers who are stuck on trains, let alone stuck in the station, but they are stuck on a train and one of the complaints we keep hearing is that drivers do not appear to have the information to be able to give them. There is a silence and there is nothing more frustrating than, as you must know as a passenger yourself sometimes, not being told what is happening. Why has that not been happening?

Charles Horton (Chief Executive, Govia Thameslink Railway): I acknowledge that if drivers do not make announcements or where we have a conductor on board who does not make announcements, then that is frustrating to customers and I fully understand that.

Richard Tracey AM: Are they being told the information themselves that they can pass on? It seems that is the problem.

Charles Horton (Chief Executive, Govia Thameslink Railway): Sure. Clearly in some circumstances when something has just happened, the information may not get to them very quickly but, in most cases, the drivers do get the information and are able to pass it on to customers. What we say to our drivers is, "Even if you do not have the information, make an announcement and say, 'I am seeking information. I am sorry about this'", and that is the practice we want our drivers to follow.

If I could just come back to the question on information, during the Olympics and now, we did not tell people what to do. What we did is encouraged people to know what their choices were and that is the same for this situation now. We are about trying to get the information out there and, therefore, people can make choices for themselves. You are clearly not hearing that clearly enough and we need to look again at our success in getting that message out there.

It is also worth reflecting that what we cannot do with the works we are doing at London Bridge is find a ready alternative for everyone because, as you all know, Victoria Station, for example, on the Underground has to close most days in the morning peak because it is so busy. If we encouraged everyone to go via Victoria, we would create another problem. What we have to have is good reliable infrastructure at London Bridge and, therefore, we can carry the number of people who want to go into London Bridge reliably and consistently and that is what we are focused on doing.

Richard Tracey AM: What about the information to staff in the station? One of the complaints also we hear is that staff are either offhand or they refer the passengers somewhere else and there is nobody else actually to give them the information. That is totally incompetent, frankly, to our way of thinking.

Steve Knight (Sussex Area Director, Network Rail): If I could, Richard, we have made some improvements. We have recognised that and maybe you could suggest that we should have done it sooner but, basically, for example, from this week, we have put extra people on the station particularly in the evening when people would need to make a choice about their journey. These people have been given iPads; they have also been given a person within the control centre who runs the railway to actually phone and ask a question and, therefore, if they cannot provide the information from their iPad, they are able to ring somebody within the control centre and establish what the options are for that individual. We have put that in place from this week. Also, the people on the station have been given new tabards that are a sort of raspberry colour, which say, "We are here to help". We are encouraging people to ask for more information and we have put some extra measures in place to enable them to either have the information in their hands on the station or be able to call somebody and get that information.

Richard Tracey AM: I am going to have quote back to you exactly what Val was saying. This week you have done this and for 12 weeks this business has been going on and surely the planning of this kind of action should have been taking place last year or the year before.

Caroline Pidgeon MBE AM (Chair): Yes. Could I just add to that? I have noticed people in raspberry vests saying, "Team London Bridge. We are here to help". I asked them last night. I went up to one and I thought, "I am going to test this out ahead of today", and I said, "Can you tell me why my train has been cancelled?" "No, I do not know that." "It says you are here to help. Can you advise me?" "No, I cannot. You need to speak to someone from the TOC over there behind the barrier." They were of no use whatsoever. I just think that if they are there, they have to have the information and be proactively catching passengers' eyes and being proactive. At the moment, they stand around in little groups and they do not have the information in any case. Steve [Knight], do you want to respond to that?

Richard Tracey AM: You see, even in here, we have a dissatisfied passenger.

Caroline Pidgeon MBE AM (Chair): Absolutely.

Richard Tracey AM: It is just that kind of thing that clearly you are not dealing with or not until this week.

Victoria Borwick AM: You have to communicate with them.

Steve Knight (Sussex Area Director, Network Rail): It is probably fair to recognise that simply giving people a different tabard will not make the difference on its own. What we are investing in is extra training and training to make a transition from our people providing security and safety at the station to providing customer information across all people who work on that station. We are trying to move to the place whereby somebody does not direct you towards the TOC's staff to provide information but that people from Network Rail are also to provide that information. We have not fixed that instantly simply by, as I said, giving people a different coloured tabard and potential access to information, but we are investing in training for those people to make that journey, basically.

Richard Tracey AM: Can we be assured then that you are going to have extra staff on the station to deal with these things? Are you are going to give them special or specific training to deal with these sorts of questions? Indeed, as far as the operator is concerned, you are going to make absolutely sure that your drivers do have accurate information which they can give to frustrated passengers that are stuck somewhere sitting outside London Bridge. Can we have those assurances from you?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): You can. What we have talked about is two plans: one around the reliability of our infrastructure, which is out in the public domain, and one, which is the plan which Phil [Hufton] referred to earlier, which is around London Bridge Station and the customer environment that we create there. Both of those in terms of improving the customer environment and improving the reliability of the infrastructure and the timetable are both public domain documents.

Caroline Pidgeon MBE AM (Chair): You talked about three-and-a-half months and you have put people on the platform with tabards on. They are not fully trained up. How long is it going to take to train them and give them the equipment so that they can give that real-time information which is passengers want? You just want to make an informed choice. As Charles [Horton] says, passengers have been incredibly patient considering the additional stress this is putting them under.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Progressively, that will improve. Things like the Wi-Fi that Phil [Hufton] referred to earlier is being strengthened on the station for the next few weeks. We are putting the same training course together with the TOC people.

Caroline Pidgeon MBE AM (Chair): How long will that take?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): You can see those changes be fully implemented over the next three months.

Caroline Pidgeon MBE AM (Chair): It is three-and-a-half months already. It is going to take another three months before the staff are fully trained and have the equipment to be able to give the information to passengers?

Phil Hufton (Managing Director of Network Operations, Network Rail): You will see changes taking place every single week, absolutely no question.

Caroline Pidgeon MBE AM (Chair): It just feels there is no urgency around this.

Charles Horton (Chief Executive, Govia Thameslink Railway): If I could add, from the first week after Christmas we have additional staff resources at London Bridge. We have also had a rota of senior managers and directors at London Bridge to actually be there to support the staff, but also to be there to talk to

customers as well. Alex [Foulds] has been there a lot himself. I have been there on several occasions as well. We have been boosting it with additional TOC staff because we know that customers want somebody to talk to and sometimes just want somebody to express their frustration about it. We understand that and that is why we have boosted our staff.

It is not a case of people sitting out there on their hands for three and a half months and then waiting for something to happen. What we have been doing when working with Network Rail is gradually improving and refining the staffing presence there and adding more as we go along to further improve things. That is what we have been trying to do.

Caroline Pidgeon MBE AM (Chair): What about the real-time information? The number of times you hear people who get in touch who say that they have been at work, they have checked online and it says, “The trains are all running”, and they walk the five or ten minutes to the station. By the time they have got there the trains are not operating and the boards say the wrong thing. When are you going to get that accurate real-time information?

Charles Horton (Chief Executive, Govia Thameslink Railway): The information that is provided nationally is now progressively in a repository that we call Darwin, which is one version of the truth. It is a computer system that allows us to be able to make sure that we have consistent train running information in that place. On occasions - and I admit this has happened to me - you can check that trains are running normally and you can get to the station and find that they are not running normally because something has happened. A good example of that is one of the days we were speaking about recently when we had a problem at London Bridge and it ended up not being what we thought it was and services were able to resume, but obviously there were delays. That can happen at any point that information becomes out of date because something happens.

In terms of the reliable provision of information at London Bridge, working with Network Rail, we have been doing things to improve the reliability and consistency of provisioning information. Network Rail have added some staffing in through British Control Centre to help with this process to make sure the link between the control centre and the control point on the station has improved. That should progressively improve things still further. Steve, you might want to say a bit more about this.

Steve Knight (Sussex Area Director, Network Rail): Yes, I agree. We have added extra people into those places. To add to that, we will continue the investment we will be making in Darwin to improve the information flow to the station.

Valerie Shawcross CBE AM (Deputy Chair): TfL provides open source information to app developers. If I am in my kitchen I can get my phone out and I have a choice of several apps that will tell me exactly where every bus is, how it is running and accurately how long it is going to take to get to my local bus stop. You can do the same on the Tube. Why do you not actually help some app developers use your real-time running information and provide it direct to the customer? When we are in our offices and we want to get home, we can open our phones, get on an app and see, “Oh dear, all the trains are stopped at ...”, rather than going through this incredibly old-fashioned process you have. You have all these elves who are producing this information and then it is out of date and it goes up to National where it gets a bit more out of date and then somebody enters it into a thing and it gets a bit more out of date. Why do we not have real-time “this is where the trains are” apps? Why do you not have some open-source information?

Charles Horton (Chief Executive, Govia Thameslink Railway): We have. There are lots of choices of apps out there. We have one, which is the Southern Thameslink On Track app, which we think is a fantastic

app and we would encourage anyone to use it. There is a National Rail journey planner app, all of which, however, are driven off one source of information and data. The reason that one source of data is really important is because for passengers there is nothing more confusing and frustrating than one app saying one thing and the information on the screen saying something else. We understand that and it is --

Valerie Shawcross CBE AM (Deputy Chair): That is bonkers, Charles, because what you are saying is that it is better to give people stale, out-of-date information just because it is uniform, rather than actually allowing people to source information that is actually going to be local and reliable and up to date. What is the point?

Charles Horton (Chief Executive, Govia Thameslink Railway): No. I promise the information is not stale and out of date. It is bang up to date and the most accurate information that is available. There are many open-source developers who have train information and make use of that information.

Valerie Shawcross CBE AM (Deputy Chair): Can any developer use your real-time information now?

Steve Knight (Sussex Area Director, Network Rail): Yes.

Charles Horton (Chief Executive, Govia Thameslink Railway): There is actually a section on the Network Rail website that describes some of the developers and how they are using that data.

Steve Knight (Sussex Area Director, Network Rail): It is open source. App developers have the same access to the information that the rail industry, Southern or any other train operator would to produce their own application.

Valerie Shawcross CBE AM (Deputy Chair): When you were asked about real-time information, why did you not refer to your preferred apps that you reckon are most reliable?

Charles Horton (Chief Executive, Govia Thameslink Railway): Provision of information is something that people access by many means. Obviously driver announcements is one thing, conductor announcements, screens on stations, screens on platforms, apps and web. There are many, many ways in which this data is accessed by people. Obviously what we want to do is give people the maximum amount of choice. We do not want to tell people how to get it. We want to make sure it is consistent, accurate and right at all times and people can access it in the way in which they prefer to access it and that is what we work to achieve.

Caroline Pidgeon MBE AM (Chair): Let us move on to the timetabling.

Steve O'Connell AM: We have touched upon timetabling already. The context really is that the timetables have been revised, changed and altered, not just recently but going back in the autumn of last year. Five services were withdrawn entirely last year. Going into this year, 19 services were withdrawn entirely and, particularly in my neck of the woods, West Croydon has been affected. Straight away we are looking at a structure where the service is withdrawn and reduced. Then you load on that only 10% running time. That is the context that we are in, which is a catastrophic failing. I have to say that certainly you have lost the confidence of my residents who are coming up from south London. You have lost the confidence of them and how you regain that I really do not know. If I sounded bad-tempered, that is why.

Going back, Steve, to the timetabling, we talked about reductions. Are there going to be any further reductions to the services, Southern particularly?

Steve Knight (Sussex Area Director, Network Rail): There are no planned further reductions to the services from London Bridge. As Charles [Horton] alluded to earlier, there are 22 trains running per hour in the morning and 20 trains running per hour in the evening.

Steve O'Connell AM: You aspired to 24 at the beginning, did you not, in your so-called modelling and your so-called planning?

Charles Horton (Chief Executive, Govia Thameslink Railway): If I can just clarify, the modelling was based on an assumption of 22 trains per hour in the evening peak and 22 trains per hour in the morning peak. That was the baseline modelling, not 24.

Steve O'Connell AM: You have not managed that because you reduced the 22 to the 20. Why is that again?

Steve Knight (Sussex Area Director, Network Rail): Yes. The simple reason is basically, when a train comes into London Bridge, the signal that the train takes to go into the station changes for the driver to go into the station and the driver moves his train. When the trains come out of London Bridge, the signal changes to an aspect where the driver would technically be able to go. The doors close to make sure the train is safe and then the train departs. The issue that we have at London Bridge is that we are absolutely at the maximum capacity that we can run for the reasons people have alluded to earlier. People want their trains to run to London. We have tried to run as many trains into London as we reliably can at the maximum theoretical capacity of that network. The reality is it takes longer for a train to leave London Bridge Station than it does for it to arrive. We are on such a fine margin that that is the reason why we had to reduce the capacity in the evening peak.

Steve O'Connell AM: Clearly the words 'London Bridge' are something that has dominated this. When you have catastrophic failures in East Croydon or Purley or West Croydon, what are the reasons for that? Is it the knock-on effect of how you are not running London Bridge very well and it knocks down to East Croydon, West Croydon, Tattenham Corner and all those sorts of places?

Steve Knight (Sussex Area Director, Network Rail): London Bridge is probably the most congested part of the network in the entire country. 80% of the delay that happens in London Bridge does not happen at London Bridge, it happens somewhere else and the congestion that occurs in that part of the world is the reason why delays occur more significantly in that part of the world. It has to work at its most optimum level. The asset has to perform at the highest level of reliability. The timetable has to be finely tuned for us to run a reliable railway. We are trying to run, as we said at the start, the most trains that we possibly can on three tracks not four, while the Thameslink programme is --

Steve O'Connell AM: Why do we pick on West Croydon and Tattenham Corner? I have to ask this. What is wrong with West Croydon?

Steve Knight (Sussex Area Director, Network Rail): The reason we picked on West Croydon was a variety of different factors.

Steve O'Connell AM: You did pick on West Croydon!

Steve Knight (Sussex Area Director, Network Rail): We did not "pick on" West Croydon particularly. That is probably not the most appropriate choice of words I used. There were two main reasons why West Croydon trains were removed. We believed there were viable alternative for people to potentially go to Canada Water and use London Overground trains. That was an agreement that was made with other stakeholders,

basically, about the capacity and the capability for people to make that journey. The second reason was that from a logistics perspective they were able to be removed from the timetable without impacting as many services as some other trains.

Steve O'Connell AM: If you are running fewer trains in and out of London Bridge, even before this chaos, to get the train out of Purley after 7.30am, everyone stands. Are you making the trains longer? Those fewer trains you are adding in, are you adding to the capacity in the trains? Are we? Yes?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): We are trying to make as many trains as long as we can. Some of the work you will see we are doing now for the May timetable does do that. Where we can, yes, we are trying to make the trains longer.

Steve O'Connell AM: What about peak against off-peak? We will test that. I personally will. When you look at peak and off-peak, I am not an engineer and I do not understand these things clearly, but we are hitting peak/off-peak during the day. Is there no balancing act? Can we not do some work on off-peak and set it off against peak and alleviate this or is that not in the planning?

Steve Knight (Sussex Area Director, Network Rail): When you have four tracks, which are what you will end up with, you tend to use two into London and two out of London. What you have when you have three tracks is trains sometimes going on the same line in one direction and then sometimes going in the other direction. If you use two tracks into London, you are running twice as many and you could run out on the one line and so you have to basically switch. You transition from two tracks going in to two tracks coming out. That transition is quite complicated from an operating perspective. The main reason that we have this challenge is because we have three tracks, not four, whilst the work takes place. In effect, on all of those lines, we can run trains in either direction.

Steve O'Connell AM: Going back to the modelling, which I am obsessed with, would you not all agree that your modelling was defective and catastrophic and lessons can be learned? You have it right?

Phil Hufton (Managing Director of Network Operations, Network Rail): There is nothing wrong with the modelling. The modelling is --

Caroline Pidgeon MBE AM (Chair): You are cancelling the trains.

Steve O'Connell AM: Sorry, did I mishear that? There is nothing wrong with the modelling?

Phil Hufton (Managing Director of Network Operations, Network Rail): There is nothing wrong with the modelling. The modelling is an industry-recognised piece of software.

Steve O'Connell AM: Good.

Phil Hufton (Managing Director of Network Operations, Network Rail): The modelling is fine. The problem is that you get variables in terms of demand.

Steve O'Connell AM: The modelling was fine, but basically the failure was to carry out the modelling?

Phil Hufton (Managing Director of Network Operations, Network Rail): No, we did carry out the modelling.

Caroline Pidgeon MBE AM (Chair): “Modelling works with no passengers” is what they are saying, Steve. You put passengers in and it does not work.

Steve O’Connell AM: Yes. On a computer the model looks like it is all going to work and everything is going to flow perfectly.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): The modelling, as Phil [Hufton] says, is industry standard software that was used. The outcomes from modelling are obviously based on the parameters and the assumptions that you input into the model. Clearly, as Steve has illustrated, some of the assumptions that were put into the model to gain the output were not entirely accurate.

Caroline Pidgeon MBE AM (Chair): Ah!

Steve O’Connell AM: Hmm.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): No, let us be clear on this. Modelling is modelling. It is not a form or reality in the sense of what you put in is you put a number of assumptions into the model based on how the trains will operate. That runs through the model and that generates the output. When you are operating, as Charles [Horton] has said, right on the edge of the capacity, even two or three seconds in terms of some of the assumptions you have put into the model can cause a variation in the number of trains that you are able to run in a particular hour. Effectively, some of Steve’s [Knight] people have been out there with stopwatches timing the trains in actuality about their arrival and departure at London. When you feed that back into the model, you will find that there are slight variances in terms of the assumptions that were put into the model originally and what is happening there in reality. That, in effect, is what causes the variation in the number of trains that you are physically able to run.

Steve O’Connell AM: It is the glitches in the computer.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): No, it is not glitches in the computer.

Steve O’Connell AM: It is not the lumps of metal that are playing up at New Cross? Blame it on the lumps of metal.

My last question is on timetabling. As I have said earlier, you have lost the confidence of my residents, which is just so depressing. Can I tell my residents that they can turn up at East Croydon or Sutton Station on a Monday morning and they are not going down an hour earlier as they have to at the moment just so that they can get to work on time? You said, Charles, that you did sample London Bridge. I have residents who have to go every morning and every night and their families are saying, “Are you going to get home at X time tonight?” “No idea, because who knows what time the trains are going to take me out of London Bridge.”

Can you give my residents any reassurance that they will be able to turn up at those stations and their train will be there waiting for them on time? Can we give them that reassurance or is this all progressive? Progressively, for me, means ‘who knows when’. Can you, Charles, give that reassurance to your paying customers?

Charles Horton (Chief Executive, Govia Thameslink Railway): I have already explained that we have seen a progressive improvement in the punctuality and reliability of services from London Bridge. We are making further changes in May, which we believe will improve the situation still further. Network Rail has got on top of the problems that they had early on in the installation of this equipment. Taking together those

measures, a better timetable, improving our set reliability, better familiarity and staff, signals and drivers working over that infrastructure and improvements to the operation of the station come together to add up to a better result for passengers. What I cannot promise you is that nothing will go wrong in the next 12, 18 or 24 months. That is unrealistic. What I can promise you is that things are showing signs of getting better and we are totally focussed on making sure that improvement continues.

Caroline Pidgeon MBE AM (Chair): One positive thing I did hear in all of that was the lengthening of trains where you can, which is one of the big issues we have had raised with us and so that is very good.

Charles Horton (Chief Executive, Govia Thameslink Railway): Yes.

Caroline Pidgeon MBE AM (Chair): We are going to move on to the issue around train staff and drivers. Victoria, you are going to pick that up.

Victoria Borwick AM: Some fairly quick questions. When we originally met and talked about the work that was going to happen, we were assured that you were training and recruiting additional staff. Could you just give us a bit of a rundown here? Obviously, that is not what we are hearing from customers experiencing it. We are hearing that trains are cancelled due to either driver or crew unavailability or there are not enough. I just cannot understand, in addition to everything else, why you have not put in some resilience here.

Alex Foulds (Commercial Director, Southern Railway): Yes. We have been recruiting additional drivers. At the moment we have 74 drivers in training. We have 20 more drivers now than we had at the start of this period. Our drivers are passing out and becoming qualified drivers at the rate of about two a week and so we are getting more drivers. We had a specific thing to manage before Christmas, which was that in the run-up to this blockage we had to train all of our drivers so that they could be familiar with the new layout at London Bridge. That was taking a significant number of drivers out of the system every day. We are through that now. We are getting more drivers. You can see from our own statistics that progressively that is becoming less of a problem for us.

Victoria Borwick AM: What would you normally do to increase the availability of personnel as quickly as you can? Do you swap people from train to train or does that not work because of the particular signalling? Do you hire drivers from other companies? Just give us a bit of how this happens.

Charles Horton (Chief Executive, Govia Thameslink Railway): There are two things going on. There is the longer-term aspect, which I just really spoke about, and we now have a series of training programmes ongoing. We are getting people into those training courses and making sure they are all full and training our drivers progressively over a period of time. It does take quite a long time to take somebody from off the street, if you like, to become a driver. We are going through that process and, as I say, we are passing out about two a week.

Victoria Borwick AM: It is not quicker to take someone who has been trained already and then just train them on this particular box or whatever the term is?

Charles Horton (Chief Executive, Govia Thameslink Railway): There is a range of things. Some people will have a degree of training when they come to us; others will not. Some take longer than others, but that is the longer-term way in which we are dealing with things. In terms of the short term, you have to make sure you have all of your drivers available every day to run the service. One of the things that does happen from time to time is that because we run a very complicated service and a lot of trains are coming in and out of London, we do get ourselves into the situation from time to time when a driver is trying to get to his train and

finds himself in the wrong place because of a delay and the knock-on effect of that. We do have some spare capacity to cope with that.

Victoria Borwick AM: Do you think it is sufficient?

Charles Horton (Chief Executive, Govia Thameslink Railway): There are times when we have to alter our train service because of that problem I have just described.

Victoria Borwick AM: We have talked about various problems with signalling versus equipment and all the other things, but this is something you do have some control over and you work, presumably from your modelling, knowing how many drivers you need. We found it rather disappointing we have not almost over-skilled or overprovided to alleviate this. Simon [Blanchflower] explained why some things did not work, but this is surely in your gift a bit more.

Charles Horton (Chief Executive, Govia Thameslink Railway): Looking across both Thameslink Railway and Southern, we are undertaking the biggest driver training programme that the UK rail industry has seen. We have 188 drivers in training at the moment across the two companies. As Alex [Foulds] has said, they are passing out at the rate of about two a week on Southern. On Thameslink Railway, 36 drivers will complete their training this year. There are huge numbers of people being brought in.

As Alex [Foulds] said, this is an area that is challenging because it takes more than a year to train a driver because they need to, firstly, know about the train. Secondly, they need to know about the operation of a railway and, thirdly, they need to know about the specific routes that they drive over. Those three skills are things that we need to make sure that obviously they both understand and are demonstrably competent because they have the safety of hundreds of passengers on their train in their hands.

Victoria Borwick AM: Is it possible to take somebody who is, for example, normally driving into Victoria but have been trained with you for a year and then giving them an up --

Alex Foulds (Commercial Director, Southern Railway): That already happens. Lots of our drivers are trained on a large proportion of our network and lots of them do interchange routes in the way you have just described.

Victoria Borwick AM: It is just concerning that our anecdotal evidence has been that trains have been cancelled because of driver or crew unavailability and so we wanted to know whether that is something else that seems to need a bit of an uplift.

Alex Foulds (Commercial Director, Southern Railway): Sure. You have heard from what I have said that we are absolutely committed to boosting the number of drivers. If we could get them through training safely and effectively more quickly, we would do it. We are looking at that as part of our work at the moment because we have a plan to try to improve the rate of driver training. At the moment, using the programmes that we have, we are investing very, very heavily in more drivers.

Victoria Borwick AM: On the basis of two a week, when will you have sufficient?

Alex Foulds (Commercial Director, Southern Railway): We have sufficient now. We do have enough drivers providing that the service operates reasonably well to deliver the full service. What we will be getting progressively is more drivers and that will make the whole arrangement more robust.

Charles Horton (Chief Executive, Govia Thameslink Railway): It also provides the capacity for the training that is necessary to introduce new rolling stock, particularly on the Thameslink franchise, because we are going to be introducing over the course of the next couple of years, as I am sure you are aware, the new trains as part of that. This investment in driver training is very much about supporting that as well and so it is looking ahead to the future and not only to today as well.

Victoria Borwick AM: The final quick question was about GTR and Southern deploying ticket inspectors or not using them. What role do you have for them during the current period of disruptions?

Alex Foulds (Commercial Director, Southern Railway): We have 100 revenue protection officers, as we call them, who move around our system doing customer service activity and checking tickets. During times of disruption their focus very much switches towards the customer service side of their activity and so they spend more time at stations and on trains helping people and less time actively pursuing ticketless travel. There is always a balance in there and clearly we still have a challenge with people travelling on the system without tickets. There will be occasions, even in disruption, when it is appropriate to issue someone with a penalty fare, for example, but the balance very much changes. We can see from our figures that the balance very much changes during periods of disruption.

Victoria Borwick AM: Fine. I had also read there was an issue about people not wanting to take up voluntary overtime. With sufficient drivers will that be less necessary?

Alex Foulds (Commercial Director, Southern Railway): We do run a system that has some voluntary overtime built into it. We do have a number of our drivers and conductors who want to work some overtime. That is common across the whole industry and it is not particularly an issue for us. It is just something we manage and so it is not something that is an issue for us, really.

Caroline Pidgeon MBE AM (Chair): Have you had to cancel trains due to drivers not doing overtime shifts?

Alex Foulds (Commercial Director, Southern Railway): We have, yes.

Caroline Pidgeon MBE AM (Chair): To say you have sufficient now and you can run things, there have been problems. For a whole week there were trains at 7.00am that were not running because you did not have drivers.

Alex Foulds (Commercial Director, Southern Railway): There have been some problems with rest-day work. We did notice in February there was a decline in the number of people who wanted to work overtime. That is something that we looked at and we talked to our trade union representative about. We did agree as part of that discussion that we would change the allowances that we pay people for overtime work, which we did. That situation is something that we are keeping a very close eye on. Sitting here today, it is not something that is a big issue for us.

Caroline Pidgeon MBE AM (Chair): Are all your new drivers are going to be familiar with the new routes and so on?

Alex Foulds (Commercial Director, Southern Railway): They will be, yes, depending on what depot they work from. Different depots serve different routes and they will be trained up in accordance with the depot from which they work. Yes.

Caroline Pidgeon MBE AM (Chair): OK, good, because that had been an issue. The other simple question I wanted to ask is just on drivers. Given that you took out so many routes - we saw 19 withdrawn completely in December time or just in the New Year and from 1 September 2014 five routes were withdrawn - I do not understand why you have such a shortage of drivers because you cancelled a load of routes. To the layperson out there, it makes sense that therefore you have a capacity to put in. However, to be so short, it is not just a couple; it just does not make sense.

Alex Foulds (Commercial Director, Southern Railway): That is one of the things that will help us in the future. As I say, we have more drivers coming on. We feel we have enough drivers to manage the job now.

Caroline Pidgeon MBE AM (Chair): Do you understand what I am saying? You have taken out a load of routes and so surely those drivers could be redeployed to other bits and you should have a sufficient number of drivers before you have had to do further recruitment.

Alex Foulds (Commercial Director, Southern Railway): Yes. That will help the situation and make the situation more robust. Some of those routes you have a driver for part of his shift and so he may or may not be able to do some other activity. Certainly that will help the situation, absolutely, yes.

Caroline Pidgeon MBE AM (Chair): Surely it should help to date, I am saying in September you took out trains and in the New Year you took out a load of trains. Surely --

Alex Foulds (Commercial Director, Southern Railway): The situation is getting better. If you look at the situation we face now, we have more drivers coming on. We are not cancelling many trains now through lack of drivers.

Caroline Pidgeon MBE AM (Chair): There was one last night that was cancelled as I sat waiting for mine and it announced, "Due to driver --

Alex Foulds (Commercial Director, Southern Railway): I am well aware of that. There was, but nevertheless what I have just said is true in terms of the statistics we see.

Caroline Pidgeon MBE AM (Chair): I am not sure you are fully understanding my point. I know you keep saying it is getting better but the issue that --

Charles Horton (Chief Executive, Govia Thameslink Railway): No, I do understand your point.

Caroline Pidgeon MBE AM (Chair): Do you understand what I am saying, Charles?

Charles Horton (Chief Executive, Govia Thameslink Railway): What I am understanding, Caroline, is that what you are saying is, if we take a train out of a timetable --

Caroline Pidgeon MBE AM (Chair): Quite a lot out.

Charles Horton (Chief Executive, Govia Thameslink Railway): -- can we not reuse that driver somewhere else?

Caroline Pidgeon MBE AM (Chair): Yes, that is exactly what I am trying to say.

Charles Horton (Chief Executive, Govia Thameslink Railway): Typically, in a situation where we cancel a train, particularly on a shorter distance journey, what we are doing is cancelling part of that driver's work. Part of what we want to do in May is make the drivers' diagrams and the way in which we roster the driver more efficient so that we can better use the spare capacity that has been created.

Caroline Pidgeon MBE AM (Chair): You have not to date really used that as much?

Charles Horton (Chief Executive, Govia Thameslink Railway): We have used it as much as we would want to and aspire to in May.

Caroline Pidgeon MBE AM (Chair): Good. I have that. I want to move on to the role of TfL in all of this and Murad.

Murad Qureshi AM: We have seen an increase of almost 20% on weekday usage of the Jubilee line, the East London line and the Overground services respectively. Is there anything more that TfL can do to help reduce the impact on passengers going through London Bridge or not, Phil?

Phil Hufton (Managing Director of Network Operations, Network Rail): Yes, as I said earlier, I have had quite a number of discussions with Mike Brown [Managing Director of LU and London Rail, TfL], in particular from an LU perspective, because Mike is responsible for rail and Underground, obviously not just the Underground.

We have people now embedded in the LU Control Centre and so, if ever there are issues that are associated with our network, then there is an immediate dialogue with the LU Control Centre so that we can give early warnings and early messages out to customers in terms of an alternative route that people can actually use.

[adjournment for fire alarm test]

Caroline Pidgeon MBE AM (Chair): Let us start the meeting again. Phil?

Phil Hufton (Managing Director of Network Operations, Network Rail): In short, there is always more that we can do, absolutely. We are pushing at an open door and so we do want to become more integrated. That is the thing that we are going to develop. As I said, I want to take a pan-London approach to how we actually manage the transport system, joining up with TfL. At every one of our stations in London - guess what - there is an Underground station and so why would we not?

Murad Qureshi AM: OK. You mentioned the Tube and the London Overground service, but not the buses. That clearly has a role to play. Maybe it would be useful to hear from Charles [Horton] about what you are doing with the bus services at TfL. Is it getting results?

Phil Hufton (Managing Director of Network Operations, Network Rail): Leon Daniels [Managing Director, Surface Transport, TfL] and I have had some brief discussions as well. Obviously one thing with TfL is that it has a better opportunity for an integrated system, but the answer is, yes, of course we want to work with TfL and will do.

Murad Qureshi AM: It is just that - and some of my colleagues will come in at this point - it has been suggested that the additional bus services have not been used as much as what was expected. It may be because people are not being told sufficiently about the service so as to be able to take that as an alternative to the rail service not being delivered.

Charles Horton (Chief Executive, Govia Thameslink Railway): If I can just reply, I mentioned earlier on the TDM board, where we discuss how we can work together to explain what is going on and also to help customers know their choices. Buses are absolutely in the purview of that group. If we are missing a trick in the way we should do things, I am very happy to pick up on that see if we can follow up on that feedback and get it addressed through the TDM board.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Murad, part of this is also to do with the run through that is on the Southeastern side of the station at the moment. With the Southeastern services to Charing Cross not stopping at London Bridge, then a lot of the arrangements you are referring to were put in place specifically for those Southeastern ticketholders who were not able to use London Bridge at this current time. Some of the bus services you refer to are particularly related to that and, also, the ticket acceptance arrangements that have been quite widely publicised for season ticketholders and others who are using the Southeastern services and the arrangements that need to be made for them during this period when their services are not stopping at London Bridge. There has been some good communication there both directly with customers and also through publicity campaigns and through communications. There is ongoing work with TfL to make sure that we are getting feedback from them in terms of what they are seeing in terms of the changes in travel patterns and how we can jointly communicate to make best use of the overall network of services we have in London.

Murad Qureshi AM: Thank you, Simon. Val [Shawcross CBE AM, Deputy Chair] has covered earlier the concerns on the communication issues. There is another issue: the additional cost to TfL. Have financial arrangements been sorted out on that front given that this is going to happen over the next few years?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Yes.

Murad Qureshi AM: Could you outline them, Simon?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Yes.

Murad Qureshi AM: Additional staff is clearly something that --

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): There are contractual arrangements in place between TfL and Network Rail, which have been helpfully facilitated through the DfT as well. There are clear arrangements in place that determine how the tickets work and additional staffing that TfL needs for places like Canada Waters for the interchange there. That is all covered off by the commercial arrangements between TfL and Network Rail and the requisite compensations arrangements are in place. I can assure you that is all in place.

Murad Qureshi AM: A conversation will come up later on, I dare say, for example, on the Jubilee line. It is quite obvious if you go after 5.00pm, then there is an extra 20% of people. Therefore, anything that can be done to limit that impact subsequently because it has impacts further down? It is noticeable there is a lot more moving between London Bridge and Waterloo.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): There is. I try to get on the Tube at Southwark sometimes and it is particularly crowded at Southwark with people making that interchange between Waterloo and London Bridge. We are keeping the situation under review and that is part of the remit of the TDM board that Charles referred to earlier in terms of making sure that we can, if you like, fine-tune the messages that are going out to customers through --

Murad Qureshi AM: Are there arrangements between the TOCs going through Waterloo? They have clearly taken on more people, presumably.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Yes. There are arrangements for South West Trains as well. South West Trains have been part of the discussions that Southeastern, GTR and Southern have all been part of. There is a strategic communications group that is dealing with all those issues and whether there is that right level of dialogue between those operators and with the ticketing arrangements that have been put in place. Therefore, yes, I can assure you that that is all working well.

Murad Qureshi AM: We can conclude that TfL is playing its full role in limiting this impact to both the passengers and other passengers on the Tube, the Overground and the buses?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Yes. There has been good dialogue on a regular basis with timeframe. Steve [Knight] and I were having a conference call this morning with representatives of TfL and LOROL and we have had weekly conference calls that Steve and I have been part of to reflect on how the operations have been going. Then there are formal structured meetings that take place outside of that as well. Yes, I am confident that is in place.

Murad Qureshi AM: Our constituency Assembly Members will probably know more about what passengers actually feel about that.

Caroline Pidgeon MBE AM (Chair): We have covered that well. Thank you, Murad. Can we move on to the issue of compensation to fare-paying passengers? There are a lot of concerns about that. Tom.

Tom Copley AM: Thank you, Chair. This is to Charles, really, about the issue of compensation. There is a huge number of people who are affected by this. My understanding is that they will only be compensated if the delay has been more than 30 minutes. Are you planning to reduce that threshold?

Charles Horton (Chief Executive, Govia Thameslink Railway): Customers on Southern and on Thameslink are entitled to Delay Repay compensation if their train is delayed by more than 30 minutes. Certainly on Southern, in terms of the numbers of people claiming Delay Repay every four weeks, we are seeing about 19,000 claims every four weeks. There are a lot of people well aware of the scheme and taking their opportunity to claim that compensation.

Valerie Shawcross CBE AM (Deputy Chair): That is where they get one of these vouchers, is it? The rail travel voucher?

Charles Horton (Chief Executive, Govia Thameslink Railway): Sure. There are rail travel vouchers that you can exchange for cash at any Southern ticket office as well and so it is an opportunity or you can put it towards another ticket. That is what you get. It is a 30-minute threshold. That is a consistent threshold for National Rail operators who run Delay Repay schemes. That is something we are not planning to change. What we have done --

Tom Copley AM: You could be delayed for 28 minutes. You have two journeys a day in and out. You could be delayed 28 or 29 minutes on both of them and you would not receive any compensation?

Charles Horton (Chief Executive, Govia Thameslink Railway): That is the way in which the scheme works. What we have done in recognition and based on representation from passengers and stakeholders is to

look to see if we could make some changes that would recognise significant ongoing disruption. In the Thameslink Railway franchise we have something called 'enhanced compensation' where, if you are delayed on 12 occasions by more than 30 minutes in any four-week period, you are entitled to what we called enhanced season ticket compensation, which allows you free travel on our network in addition to this. With voluntary --

Tom Copley AM: TravelWatch, as you probably know, has described this as virtually 'worthless'. I think that was their word. I find it difficult to disagree with that assessment.

Charles Horton (Chief Executive, Govia Thameslink Railway): As I said, that is their view. I do not think it is worthless. It is something which for some people would recognise significant ongoing disruption.

Tom Copley AM: When was this so-called 'enhanced' brought in?

Charles Horton (Chief Executive, Govia Thameslink Railway): We brought enhanced compensation in on Southern in the middle of January, from memory.

Tom Copley AM: How many people have --

Charles Horton (Chief Executive, Govia Thameslink Railway): I do not have those figures, but we can find them for you.

Tom Copley AM: I am surprised you do not have those figures with you. Could you please write to us with figures?

Charles Horton (Chief Executive, Govia Thameslink Railway): Yes.

Tom Copley AM: Even putting that to one side, 30 minutes, given the scale of the disruption, the number of journeys, as Caroline said, were 80%.

Caroline Pidgeon MBE AM (Chair): 80% on Southern were delayed.

Tom Copley AM: 82% on Southern were delayed. As I say, it is a long time at both ends of the day. If you have children, you need to get home to see your children. Caroline [Pidgeon MBE AM, Chair] or Val [Shawcross CBE AM, Deputy Chair] said they had seen people crying on the platform because they were so distressed. I know it might say in the fine print of your policy that it is 30 minutes, but there is an issue of decency here. A lot of people are suffering. If a lot of people are going to suffer, and as we have heard it sounds like it is going to take a good while before even this reduced service is operating where it should be, given that, surely the decent thing to do is to offer some further compensation to passengers.

Charles Horton (Chief Executive, Govia Thameslink Railway): As I have said, 19,000 people every four-week period on Southern find in Delay Repay something that they can claim and can get recompensed when their journey is delayed.

Tom Copley AM: On TfL it is 15 minutes and you do not have to claim it. It is automatic.

Charles Horton (Chief Executive, Govia Thameslink Railway): On TfL and on the Underground, if you are delayed by more than 15 minutes you can claim, but there are a number of exclusions. On National Rail there are no exclusions.

Tom Copley AM: Why do you not move towards something nearing the TfL policy?

Charles Horton (Chief Executive, Govia Thameslink Railway): Delay Repay is a National scheme. Because of the unique form of contract that we have with the GTR, the money that we pay out through Delay Repay is netted off passenger revenue and passenger revenue passes to the DfT, and so it is the DfT's money on GTR that we are giving back to passengers.

Tom Copley AM: Yes, but this is the failure of you and the failure of Network Rail and passengers deserve that compensation.

Charles Horton (Chief Executive, Govia Thameslink Railway): I have explained that it is not entirely our decision, for reasons you understand.

Tom Copley AM: Are there any ways you can make it easier for people to claim the compensation?

Charles Horton (Chief Executive, Govia Thameslink Railway): We widely advertise the availability of Delay Repay. When there is disruption, we hand leaflets out. We advertise it widely on our website. We tweet out about Delay Repay. In other words, what we seek to do is to make passengers aware of their rights to claim compensation. This is not something we try to hide away. It is something that we try to make people aware of because, from our point of view, if we can give people some recompense after they have been delayed or disrupted, it may go some small way to making them feel a little bit better about the situation. We know from talking to passengers what they want is a service which is not delayed and is not disrupted. Some level of compensation and some recognition of that is something that a number of people do appreciate. The evidence we have is that people do know about it and do claim it.

Tom Copley AM: We have research here from the Office of Rail Regulation that shows that apparently only one-tenth of passengers who are eligible for compensation make a claim. You have said there were 19,000 in the four-week period. What proportion is that of the people eligible to claim?

Charles Horton (Chief Executive, Govia Thameslink Railway): Off the top of my head, I do not know because this is a self --

Tom Copley AM: It would be good if we could get that in writing.

Charles Horton (Chief Executive, Govia Thameslink Railway): No. This is a self-selected scheme. People have to make their own decision about whether they were on a particular train and were delayed by more than 30 minutes. Clearly, I do not know who was on every individual train. I have an idea of how busy a particular train was, but I cannot tell you how many people have been delayed.

Tom Copley AM: An estimate would be good. I am going to move on to Network Rail but I do think this compensation scheme is inadequate and, given the very exceptional circumstances, you should be looking at something that goes a lot further.

If I could move to Network Rail and just ask how much have you paid the train operators in compensation as a result of the problems at London Bridge?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): We paid for compensation to the train operators. I believe the value is £3.2 million.

Tom Copley AM: £3.2 million so far. Obviously that is a figure that will presumably be rising. Just going back to Charles, can I ask how much have you paid out in total to passengers?

Charles Horton (Chief Executive, Govia Thameslink Railway): I am going to say that the compensation scheme that we have with passengers is not related directly to the scheme or the payment to us of monies from Network Rail. They are two different things.

Tom Copley AM: No, I understand that.

Charles Horton (Chief Executive, Govia Thameslink Railway): It is not right to say it.

Tom Copley AM: We would like the figures on that.

Charles Horton (Chief Executive, Govia Thameslink Railway): If I can explain to you, as I have explained before, the money we receive on GTR from Network Rail is treated as passenger revenue. All passenger revenue on GTR passes directly to the DfT. OK? We do not receive any of that money on GTR. On Southern at the moment - and Southern becomes part of GTR in the summer - Southern is in revenue support and 80% of that money Southern receives, again, passes to the DfT. That gross figure you have heard from Network Rail, in the case of GTR, all of it passes to the DfT. In the case of Southern, 80% of it passes to the DfT. Then, in terms of the money we received from Network Rail, it is also used to pay our additional costs for disruption as well. You cannot simply say that the two things are --

Tom Copley AM: How much have you paid to passengers yourself, that being taken into account?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): I do not know the timescale of the figure that was quoted there.

Tom Copley AM: Since the work at London Bridge began, since Christmas.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Since Christmas, we have paid in the order of £500,000.

Tom Copley AM: Thank you.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): If I can also add, it has also had an effect on our revenue as well.

Alex Foulds (Commercial Director, Southern Railway): That is a good point. The process that has been described there, one of the things it does is it tends to be a proxy for lost revenue that we suffer from. There are a lot of levels to that argument. As Charles [Horton] has already said, it is not possible to compare those two figures. I know you have said you are not going to compare the two figures and I welcome you saying that. That would be absolutely the wrong thing to do. Nevertheless, you have those two figures and so I would be very cautious about comparing those two because they are not like-for-like.

Caroline Pidgeon MBE AM (Chair): Not a problem. I am just trying to clarify it. I just have a couple of question on this before I move on to the last area. Basically, Charles, you are saying it is up to the DfT if they want to say, "We want a more generous compensation scheme", because all the money goes to that. Is that correct?

Charles Horton (Chief Executive, Govia Thameslink Railway): My understanding is – and I am quoting from what the Minister has said in Parliament very recently – that she was asked a couple of times by a couple of Members of Parliament about specific compensation packages for passengers at London Bridge and she said, and I quote, “I intend to continue to work on a compensation scheme specifically for those affected by the works at London Bridge”. That, I believe, is something that has been said by the Minister.

Caroline Pidgeon MBE AM (Chair): It is the DfT and it is up them. They could make a change if they wanted, rather than it being with you, because the revenue goes there.

Charles Horton (Chief Executive, Govia Thameslink Railway): Indeed.

Caroline Pidgeon MBE AM (Chair): What I want to understand is the real issue is that for passengers who use the metro services – and I am not talking about people outside London – it is a ten-minute journey normally or 15 or 20 minutes. The half-hour at the moment is doubling, if not more, their journey. That is why it does not work. Did there not used to be a compensation scheme where, if your trains were a certain percentage, if you had a monthly, season ticket or an annual one, you just automatically had a refund? Is that the sort of scheme perhaps we should be looking at for passengers around London Bridge?

Charles Horton (Chief Executive, Govia Thameslink Railway): There is a slight irony to all of this, is there not?

Caroline Pidgeon MBE AM (Chair): Sure.

Charles Horton (Chief Executive, Govia Thameslink Railway): I remember being the Managing Director of Southeastern and being challenged and pushed to get rid of that old scheme because people did not like it.

What I have said in correspondence to do with passenger focus and verbally to London TravelWatch is that I am very happy to engage in a debate and a discussion with passenger groups, other train-operating colleagues, others in the industry and other stakeholders to talk about what form of passenger compensation people would prefer. You are absolutely right that that was the scheme that we used to have.

Caroline Pidgeon MBE AM (Chair): I am sure there was, yes.

Charles Horton (Chief Executive, Govia Thameslink Railway): In fact, all the first generation franchises had what they called a charter punctuality-based scheme, but it was unpopular. It was also felt to be unfair because it was supposed to address the needs of season ticketholders but did not adequately address the needs of single and return ticketholders.

Steve O’Connell AM: I wrote to you last week with that very suggestion. As Tom [Copley AM] has pointed out, the compensation system at the moment works for business not as usual. Here you have a situation where, as we have heard for the last two hours, there has been a catastrophic loss in confidence and a catastrophic loss in customer service. Would it not make it simpler for yourselves if you looked at a discount on renewals of season tickets and another structure for those that were not season tickets? If you are saying, however, “It is not down to us. It is the DfT. It is a book entry”, and if you are not able to deliver that yourselves, would you support that?

Charles Horton (Chief Executive, Govia Thameslink Railway): I have said also that not only would it be something that we would need to discuss with the DfT to enact such a change, but also I have some reservations about whether people would then say, “Actually, I like the old Delay Repay scheme because I

prefer the idea of immediate compensation”, which was one of the criticisms of the old scheme. The old scheme seemed to be unfair because it did not offer immediate compensation. What it involved was looking over average performance over a 12-month period.

Steve O’Connell AM: Yes, Charles, I will intercede. The fact of the matter is you quoted a number and you do not have exact numbers. That will be a small proportion of those affected. There are probably people around this horseshoe who have been discomfited and have not applied, because people have to proactively go into the system and do so. They are worn down by it. They are just worn down and they are not going to do that. You need something, in this unprecedented mess that you have found yourselves in, to compensate, as a whole, the travelling public in a simple manner. I suggest a discount on a renewable season ticket, and/or another structure for those who do not have season tickets, is something that you should consider and support.

Caroline Pidgeon MBE AM (Chair): That is right, Steve, because 82%, from my rough calculation of the Southern, if you look at February, would have been delayed for up to half an hour but would not qualify for this money back. Only 8% would have qualified. That is the issue.

Val [Shawcross AM] wanted to come in, but I just wanted to bring in that on the back of your lovely voucher it actually says it is not exchangeable for cash.

Charles Horton (Chief Executive, Govia Thameslink Railway): There are two different vouchers.

Caroline Pidgeon MBE AM (Chair): OK, I have the wrong one here, the wrong kind of voucher.

Charles Horton (Chief Executive, Govia Thameslink Railway): We will happily exchange your voucher.

Caroline Pidgeon MBE AM (Chair): Lovely. Val, you want to just pick something up here?

Valerie Shawcross CBE AM (Deputy Chair): A quick technical question. During the worst periods one of the things that was happening to people - and it happened to me - is you would be on a train, you would think, “Great, I am on my way to London Bridge”, and then it would be terminated early and you would be pitched out at, say, South Bermondsey and then you would have to wait on a crowded platform for another train to come in. It would come in crowded and you cannot get on it and you have to wait for another train to come in. How does the compensation scheme treat that?

The other issue is station skipping. When it is predictable, it is less of a problem, but there have been plenty of occasions when you get on a train, say, at West Norwood or at Crystal Palace and they say, “We are going to run this train now fast to London Bridge”. The people who did not want to do that and wanted to get off before London Bridge had to get off and wait for another train. That journey was then delayed by however long.

Alex Foulds (Commercial Director, Southern Railway): If your journey is delayed by longer than half an hour, for those reasons you are describing, as well as the train you are on being longer than half an hour, then you do qualify for Delay Repay.

Valerie Shawcross CBE AM (Deputy Chair): You qualify?

Alex Foulds (Commercial Director, Southern Railway): You do qualify, yes.

Valerie Shawcross CBE AM (Deputy Chair): Do you think people know that?

Charles Horton (Chief Executive, Govia Thameslink Railway): It is a good question. There are quite a lot of people who do know that. We do emphasise that it is your journey that is delayed by half an hour. You make a good point and it is something I am happy to look at and see if we can just press that point about how it is your journey that needs to be delayed. It is not about your train; it is about your journey.

Alex Foulds (Commercial Director, Southern Railway): We certainly do get people who apply for Delay Repay on that basis, but you do have a good point.

Valerie Shawcross CBE AM (Deputy Chair): I doubt if the complexities of the compensation scheme are properly understood. In fact, from what you are saying, is it simpler than people think it is.

Charles Horton (Chief Executive, Govia Thameslink Railway): Yes. Also, once you have registered, it is very simple to make a claim. We really do encourage people to do that.

Valerie Shawcross CBE AM (Deputy Chair): OK, that is very helpful.

Caroline Pidgeon MBE AM (Chair): The final area of questions, you will be glad to hear. Looking forward, Easter is fast approaching. Network Rail, you have a massive programme again over the Easter period, partly because you have lower passenger numbers at that time. Probably to you, Phil, how are you approaching your Easter programme of engineering works in light of all these problems at London Bridge and also the Christmas disruption around King's Cross and Paddington?

Phil Hufton (Managing Director of Network Operations, Network Rail): We have around about 3,000 work sites over Easter. Quite clearly you do hear about the ones that go badly wrong. Christmas was a terrible period. What we have done is we have reviewed all of what we call the 'red sites', the critical sites, locations that are coming into London, for example, Slough and Reading. What we have done is we have reviewed all of the programmes in detail with independent non-executive directors for both jointly the TOCs and us to demonstrate what we are doing in terms of the programme itself, the detailed panning that we are actually going through, the contingencies that we are building into the plans and the joined-up communication that is funnelled into one of my key areas, my Network Operation Centre in Milton Keynes, so that it is a single repository of information. Then finally, we have a number of volunteers that are prepared to support if things do go wrong. There are three real work streams that I have looked at. The first one is deliver the work. We have to deliver the work. We cannot keep calling work off because that is just costing lots of money and delivering absolutely nothing. It is about the robustness of the plans and the checks and balances and the measures along the way.

There are some key areas where there are bigger risks than others. We have tested them. What then are the fall-back periods? Once we have gone through that and, as I have said, determined the contingency, we have made the decision whether we should go, whether we should cancel some of the work or whether we should not do it at all. We have gone through that over the last two months since I have been involved, where we have reviewed every one of these critical projects. That, in essence, is what we have done. As I said, the detailed plan, the customer comes, everything that goes with that that we failed badly over Christmas. We have now revisited that.

We have had some independent inputs into that from former railway professionals. I was in the TfL world during the Christmas period and what was very pleasing for me is that it is the people themselves who have delivered these plans. It is not about other people influencing them but, yes, there have been lots of checks

and balances. There will be senior people around. I will be around every single day of the Easter period. I am going to base myself in London. There are a lot of people who are really committed to make this happen. I have to say personally I am far more confident than I would have been if we had not gone through this process.

We have joined up with TfL. We have had some reviews with the GLA and with the Mayor's Office. Mike Brown [Managing Director of LU and London Rail, TfL] and Nick Brown [Chief Operating Officer, LU, TfL], who replaced me, jointly had a discussion in terms of what each of us could do to support each other because TfL have work as well. I am confident that we are in a much, much better place. Can things go wrong? Sadly, yes, they can because, as I have said, there are 3,000 work sites and a lot of mobilisation, but I have a higher degree of confidence that we will deliver on some of these things. If they do become a risk, then there are fall-back positions that we can take.

Caroline Pidgeon MBE AM (Chair): At London Bridge, Southeastern are not running. Is that right?

Phil Hufton (Managing Director of Network Operations, Network Rail): Yes.

Caroline Pidgeon MBE AM (Chair): I do not know if it will be you or Simon or Steve, but will you be on site at London Bridge to make sure it does open again on time?

Phil Hufton (Managing Director of Network Operations, Network Rail): My Project Director is on all over the Easter weekend. Yes.

Caroline Pidgeon MBE AM (Chair): You have senior people there onsite?

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Yes, absolutely. We have what is called a 'war room' that operates throughout the possession period and then continues for 24 hours after that. We have control people there managing the information, managing the site and senior people on throughout that period overseeing the works. In terms of the Thameslink works at Easter, yes, we have a four-day blockage on the Southeastern side and that has been jointly reviewed with Southeastern and with the non-executive directors that Phil [Hufton] mentioned earlier and so there has been a thorough review.

Caroline Pidgeon MBE AM (Chair): Charles, do you have confidence in that work that you are going to get it returned on time and are you going to be or is one of your colleagues going to be at London Bridge?

Charles Horton (Chief Executive, Govia Thameslink Railway): My colleague, David Statham [Managing Director] and his direct team at Southeastern are working very closely with Network Rail on this and there has been exceptionally good joint planning for Easter.

Caroline Pidgeon MBE AM (Chair): You have confidence that this --

Charles Horton (Chief Executive, Govia Thameslink Railway): There is a good high level of confidence that this will deliver.

Steve Knight (Sussex Area Director, Network Rail): There are daily telephone conferences which involve, again, TfL colleagues throughout that Easter weekend for the London Bridge works. Yes, there is that regular communication with all key stakeholders through the weekend.

Caroline Pidgeon MBE AM (Chair): Do you have contingency plans if there is suddenly something you uncover and there is slippage? Do you have contingency plans so that you will bring it back into operation on time?

Steve Knight (Sussex Area Director, Network Rail): Yes, we have contingency plans in terms of that and, if there is any catastrophic failure, which is extremely unlikely, then there are operational contingency plans that we have worked through without colleagues within Network Operations.

Caroline Pidgeon MBE AM (Chair): You have confidence?

Steve Knight (Sussex Area Director, Network Rail): Yes.

Caroline Pidgeon MBE AM (Chair): OK, that is good to hear. Finally, there are huge plans for Waterloo Station coming up. What are you learning from London Bridge to make sure passengers going through Waterloo are not going to experience this same very stressful period?

Phil Hufton (Managing Director of Network Operations, Network Rail): Obviously we do have lots of lessons to learn and we are learning them. Incidentally, we have actually carried out a few drills and it has exposed a few things and a few weaknesses that we have had in the system. Certainly passing on the learning for Waterloo is something that we are really concentrating on. Today do I have all the information around Waterloo? No, I have not. It has been quite a short learning period for me and Network Rail, but absolutely we will be focused on what we need to do with Waterloo.

Caroline Pidgeon MBE AM (Chair): OK, thank you for that.

Valerie Shawcross CBE AM (Deputy Chair): Sorry, Caroline, just thinking forward to summer - when we first had indications that there might be things going wrong, if you think back, was when there were long delays for trains getting into London Bridge in the summer heat. We certainly had a least one incident and a couple more where trains that were not air-conditioned were held outside in the extreme heat with passengers in cattle-truck conditions. When they arrived at London Bridge, people were fainting and experiencing heatstroke. We received a lot of complaints. In fact, I complained to the Office of Rail Regulation at the time. That was the first time we saw Dave Ward [Route Managing Director (London and South East), Network Rail] since the Olympics and we spoke to him.

Are you prepared this time to deal with the health risks to passengers if we again have a hot summer and you are going to be having delays on the way in? I was a bit shocked at the time to discover that Network Rail's definition of a temperature incident was whether or not it affected infrastructure rather than whether or not it affected human beings. I hope you now have that one in your mental to-do list as well.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Basically, we do plan for each season. Spring is the one that needs the least amount of planning, but we plan for the autumn, we plan for the winter and we plan for the summer. Last year, after the incident you referred to, we did put in place something called a 'hot train process', basically, which is trying to deal exactly with the issue that you describe. There are a number of levels within that process that basically mean we aspire not to trap any train in hot weather outside of a station, basically.

Valerie Shawcross CBE AM (Deputy Chair): Particularly the trains that do not have air-conditioning. That was the problem.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): The process will be refined and refreshed for this summer, but the principles of the process are that we know which trains are trapped or could potentially be trapped, we know which trains have air-conditioning and which ones do not and we do not seek to leave trapped trains, particularly those without air-conditioning, outside of any station. We have adapted our processes for that and we will be refreshing that again for this summer.

Caroline Pidgeon MBE AM (Chair): Thank you very much indeed for your answers today. I unfortunately have just had a text, which sums up many people's experiences, from my husband saying that he is picking up our baby late because the train has been cancelled. That message has been heard loud and clear both personally and from those passengers who were in touch with us.

Phil [Hufton], there is an awful lot on your shoulders. You are promising an awful lot and it is whether Network Rail behind you has the ability and capacity to be able to support you in that. I do not know about other Members but I certainly feel that you are very genuinely wanting to tackle this. I just hope you have the systems and things in place to support you and to help train operators run the service that they clearly want to. We wish you luck with that and we look forward to seeing an improved service. I am sure we will probably have you back in the next year.

Valerie Shawcross CBE AM (Deputy Chair): We would like regular reports on performance. We would like the same performance information that TfL gets at the moment and we want to know exactly what the causes of incidents are.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): Every single day we publish the right time arrivals and departures from London Bridge in the peak period and the incidents that have affected them and we share that with DfT, TfL and other people.

Valerie Shawcross CBE AM (Deputy Chair): You do not share it with us.

Simon Blanchflower (Major Programme Director - Thameslink, Network Rail): We are very happy to share it with you as well.

Valerie Shawcross CBE AM (Deputy Chair): The only way we get it is when it is nicely leaked to us.

Caroline Pidgeon MBE AM (Chair): Perhaps there is some sort of digest you can send us, whether it is daily or weekly. That would be very helpful, if that is possible.

Thank you very much for your time.

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Subject: Summary List of Actions

Report to: Transport Committee

Report of: Executive Director Secretariat

Date: 9 June 2015

This report will be considered in public

1. Summary

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

2. Recommendation

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

Actions arising from the Committee meeting on 27 March 2015

Item	Topic	Status	For Action by
3.	<p>London Bridge Station Redevelopment</p> <p>During the course of the discussion the Committee requested that the following information be provided in writing:</p> <ul style="list-style-type: none"> • An estimate by Network Rail of the economic cost of the disruption to date; and • The number of Govia Thameslink Railway passengers who had taken up the enhanced season ticket compensation. <p>The Committee noted that Govia Thameslink Railway committed to looking at publicising that compensation applied to delayed journeys not just specific delayed services; and that Network Rail offered to share with the Committee its daily performance data.</p>	<p>Following the meeting, the Chair wrote to Network Rail and Govia Thameslink Railway. Letter attached at Appendix 1. Responses from Network Rail are attached at Appendices 2 and 3 and from Govia Thameslink Railway at Appendix 4. A further follow-up letter from Southeastern Railway is attached at Appendix 5. A letter to the Parliamentary Under Secretary of State for Transport is attached at Appendix 6 and the response at Appendix 7.</p>	Chair

Item	Topic	Status	For Action by
	That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree follow-up correspondence on the impact of London Bridge station redevelopment.	The letter at Appendix 1 was agreed under delegated authority.	
5.	Transport Committee Work Programme That authority be delegated to the Chair, in consultation with the party Group Lead Members, to agree arrangements for any site visits before the Committee's next meeting	No site visits have been agreed during the relevant period.	
	That authority be delegated to the Chair, in consultation with the party Group Lead Members, to write to Transport for London (TfL) about District line services to Kensington (Olympia).	The letter to TfL about services to Kensington (Olympia) is attached at Appendix 8.	

Actions arising from the Committee meeting on 18 March 2015

Item	Topic	Status	For Action by
5.	Future Ticketing During the course of the discussion the Committee requested that the following information be provided in writing: <ul style="list-style-type: none"> • The estimated cost savings for TfL if paper tickets were withdrawn; and • Clarification about the number of complaints by contactless users, as the TfL Quarter 2 Operational and Financial Report stated that there were 3.27 complaints per 100,000 journeys on contactless while the Committee were told that the number included both complaints and enquiries. 	A letter from the Director of Customer Experience, Marketing and Communications, TfL, is attached at Appendix 9.	Director of Customer Experience, Marketing and Communications TfL

Item	Topic	Status	For Action by
6.	<p>Cycling in London</p> <p>During the course of the discussion the Committee requested that the following information be provided in writing:</p> <ul style="list-style-type: none"> • Further detail, including the financial implications, of how TfL was recasting the way Quietways and the Central London Grid were being delivered, with a more direct role for TfL; and • A breakdown of what cycling schemes had been funded in each borough for the whole of 2014/15, including the amounts and source of funding as soon as the information became available after 31 March 2015, along with forecast spending in each borough in 2015/16. 	The Chair has written to request the additional information.	Mayor's Cycling Commissioner
8.	<p>Work Programme</p> <p>The Committee delegated authority to the Chair, in consultation with the party Group Lead Members, to agree the scope and terms of reference for an investigation into rail services in London for the Committee's first meeting in 2015/16.</p>	Completed. Details are set out in the report on action taken by the Chair under delegated authority at Item 8 on this agenda.	Chair

Actions arising from the Committee meeting on 25 February 2015

Item	Topic	Status	For Action by
6.	<p>Question and Answer Session with the Commissioner of Transport</p> <p>During the course of the discussion the Committee noted the following undertakings by the Commissioner:</p> <ul style="list-style-type: none"> • To ask the Mayor if he would be willing to publish minutes from the Cabbies Cabinet and to recommend external observers; • To keep the Committee informed on progress with discussions with the Department for Transport and the Driver and Vehicle Licensing Agency about the marking of licensed private hire vehicles; • To supply, if possible, a copy of the legal advice received about the legality of Uber's operation as a private hire service and the name of the QC who provided the advice; 	A letter from the Commissioner setting out the remaining information requested by the Committee is attached at Appendix 10 (borough cycling funding information having previously been provided and already noted by the Committee).	Commissioner of Transport by 25 March 2015

Item	Topic	Status	For Action by
	<ul style="list-style-type: none"> • To provide an assessment after six months of progress with the backlog of taxi ranks requested by London boroughs; • To respond to the Committee’s anecdotal evidence of customers at stations where the ticket office has already closed being redirected by staff to nearby stations with open ticket offices; • To provide details of progress on the town centre pedestrian safety pilot programme, including potential locations; and • To provide details of how TfL would be working with stakeholders to develop a ‘gold standard’ for pedestrian crossings. 		

3. Legal Implications

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

4. Financial Implications

4.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

- Appendix 1 – Letter to Network Rail and Govia Thameslink Railway
- Appendix 2 – Follow-up letter from Network Rail dated 7 April 2015
- Appendix 3 – Follow-up letter from Network Rail dated 5 May 2015
- Appendix 4 – Follow-up letter from Govia Thameslink Railway
- Appendix 5 – Follow-up letter from Southeastern Railway
- Appendix 6 – Rail compensation letter to Transport Minister
- Appendix 7 – Response from Transport Minister
- Appendix 8 – Letter to TfL re services to Olympia
- Appendix 9 – Letter from the Director of Customer Experience, Marketing and Communications, TfL
- Appendix 10 – Letter from the Commissioner of Transport following up meeting on 25 February 2015

Local Government (Access to Information) Act 1985

List of Background Papers: None

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LONDON ASSEMBLY

Caroline Pidgeon MBE AM, Chair of the Transport Committee

London Assembly
City Hall
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2 April 2015

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Managing Director, Network Operations
Network Rail
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Charles Horton
Chief Executive
Govia Thameslink Railway
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Dear Phil and Charles,

London Bridge rail services

I would like to thank you and colleagues for attending the Transport Committee meeting last week to discuss the Thameslink programme and ongoing service disruptions at London Bridge station. In this letter I would like to set out some of the conclusions of the meeting and request the additional pieces of information we discussed.

As you know, thousands of rail passengers in London have been affected by these problems, which have been occurring since summer 2014, with services deteriorating again after Christmas. Although we appreciate that the Thameslink programme will require significant changes in services until its completion, there have been frequent delays and cancellations of services, over and above those removed from the timetable already. In February 2015, almost 60 per cent of Southern's metro services arrived late, for instance, with a quarter of these trains over five minutes late and over eight per cent cancelled, diverted or 30 minutes late.

This has left Londoners unable to plan their journeys, and often stranded on board trains or at stations which are severely overcrowded. This has caused enormous stress and inconvenience to many Londoners, affecting livelihoods and business performance. The cost to the London economy will be considerable.

At the meeting Network Rail's account suggested that the vast majority of the service disruptions since Christmas were caused by failures of points and signalling equipment installed at Christmas. This is the first time that Network Rail has given a detailed explanation of why these problems are occurring. It is extremely disappointing that it has taken so long for Network Rail to be honest with passengers. If passengers are to have confidence in how future works will be managed, we must see a much higher level of transparency in the future.

The biggest priority for the Committee is that problems are addressed urgently, so that passengers are able to rely on rail services again as soon as possible. What appears to have been lacking to date is any coherent management of the situation. We understand, Phil, that you have been appointed Gold Commander for London Bridge, and we welcome your personal commitment to improving performance. To date, it has appeared that Network Rail does not understand how these problems are affecting passengers and that it does not have the capacity or sense of urgency required to address them. We must see an improvement in the way Network Rail, train operators, Transport for London and others work together to keep services running, manage London Bridge station and provide accurate, timely information to passengers.

The provision of information has so far been poor. For instance, while online information has suggested some services are running without problems, passengers have arrived at the station to find the services have been cancelled or is significantly delayed. Station staff and train crew have not had the latest information, or the customer service to best assist confused passengers. The introduction of the new tabards for station staff risks causing more frustration, if it creates the impression that staff are on hand to help and inform passengers, without this being reality. We welcome your efforts to train staff and provide better real-time information; this has to be an urgent priority. We are concerned that it has already taken three months for Network Rail and operators to bring in extra station staff and to introduce a degree of enhanced joint working. It would be disappointing if another three months was required to ensure staff are fully trained and can access the information they need to assist passengers.

We note your assessment that London Bridge station is still a safe environment for passengers. However, situations where passengers are jumping over or scrambling under ticket barriers is clearly unsafe. We welcome Phil's commitment at the meeting that the ticket barriers will not be fully closed again, in order to prevent this from happening.

One of the recurring issues on London Bridge services has been the availability of train staff. In our analysis of Govia's public announcements in the four weeks from 19 February to 19 March, we found that Southern cancelled services due to crew unavailability on 57 per cent of days, and Thameslink did so on 47 per cent of days. Clearly, this is unacceptable and needs to be rectified through better workforce planning and recruitment.

The Committee believes that better use could be made of Transport for London capacity, to help mitigate service disruptions. In particular, additional buses could be provided to and from London Bridge. We understand that this has happened to a limited extent. Network Rail and train operators should explore extending the provision of buses where possible. It is also vital that passengers are fully informed of the availability of these alternative services.

Appropriate compensation needs to be provided to passengers affected by these issues. The Committee is concerned that the current rules for delay/repay compensation are inadequate,

chiefly because passengers are not eligible to claim unless their journey is delayed by 30 minutes. For inner suburban passengers, this means that journey times could be doubled or longer, without them becoming eligible for compensation. We believe that delays of longer than 15 minutes should be eligible for compensation, and hope that both Network Rail and Govia will support this in your discussions with the Department for Transport.

Furthermore, awareness among passengers of how to claim compensation is low, and the voucher system used to provide compensation is not convenient. Operators should take steps to publicise the availability of compensation, including the fact that eligibility is based on delays to a passenger's journey, not just the specific service he/she was travelling. Payments should be made directly to passengers, in line with TfL practice.

Specific pieces of information we hope you will be able to provide to the Committee are:

1. The performance data prepared by Network Rail for the Department for Transport. It would be convenient if this could be shared with the Committee on a weekly basis.
2. An estimate from Network Rail of the economic cost to London of the disruptions of London Bridge services since 5 January 2015.
3. Figures from Govia on a) how many Thameslink, Southern and Southeastern passengers have received compensation for delayed journeys to, from or through London Bridge since 5 January 2015, b) the total value of this compensation, and c) an estimate of how many passengers are eligible for compensation for individual journeys based on the level of disruption experienced on London Bridge services.
4. Figures from Govia on a) how many Thameslink, Southern and Southeastern passengers have received enhanced compensation for repeated delays in journeys to, from or through London Bridge since 5 January 2015, b) the total value of this compensation, and c) an estimate of how many passengers are eligible for compensation for repeated delays based on the level of disruption experienced on London Bridge services.

I look forward to hearing from you about these important matters. I would appreciate if you could provide responses by Friday 8 May. As you may be aware, I have also invited Mark Carne to join me and the Deputy Chair in visiting London Bridge during the evening peak to view the problems first hand. We also hope that Network Rail and Govia will participate in our investigation into rail services in London, which we plan to launch after the general election.

Yours sincerely,



Caroline Pidgeon MBE AM
Chair of the Transport Committee

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Chair Transport Committee
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Phil Hufton
Network Rail
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7 April 2015

Dear Caroline

Re: London Assembly Transport Committee meeting

Thank you for the opportunity to speak to the Transport Committee on 27 March as part of your consideration of the redevelopment of London Bridge station and to answer your relevant questions.

As I said, I am very sorry for the disruption and inconvenience that customers, including you of course, have experienced recently. This is not the level of service that we want to provide.

As we discussed at the Committee, given the significant congestion on lines in to London Bridge any small incident, even when fixed immediately, has and will continue to have a disproportionate impact on passengers and certainly on our timetable which results in us publishing delayed messages.

Working with the train operators we need to manage these incidents better and ensure that passengers are well informed and looked after at the same time as we deliver an investment and improvement programme to grow and expand the network.

I would like to offer you my reassurance that I – supported by my team – will work tirelessly to make improvements. We have an action plan to manage the station better and to communicate better with customers.

We are working more closely than ever with train operators to deliver this and I hope passengers will start to benefit from the changes we are making and will continue make in the coming weeks.



I know you are looking at dates to meet Mark Carne at London Bridge station. If your diary permits, I would like to include a 'behind the scenes' tour so you or any of the committee can see the ongoing work to deliver the Thameslink Programme and the day to day operations. This could include a visit to our Three Bridges Rail Operating Centre, which controls large parts of the railway between London and the Sussex Coast.

I look forward to hearing from you in the near future. In the meantime, if you would like any further information, please contact Adam Love in our public affairs team on 07515 624863 or adam.love@networkrail.co.uk.

Yours sincerely



Phil Hufton

Managing Director, Network Operations
Network Rail

cc Valerie Shawcross AM



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Phil Hufton
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05 May 2015

Dear Caroline

Re: London Assembly Transport Committee meeting

Further to my letter of 7 April, thank you again for the opportunity to speak to the Committee and I reiterate my apology for the poor performance at London Bridge station.

Improving punctuality is an absolute priority. I can assure you that this urgency is felt by me individually, and by Network Rail and the rail industry as a whole. The action plan that we have put in place is already starting to have some positive effects on services, but there is still more to do. As you know, Southern evening peak services from London Bridge were proving the most challenging, but there has been progress. Since the start of April the punctuality has generally been much improved and in that time average performance for several separate weeks has been around 90 percent [PPM]. Further, average punctuality for Southeastern services was at 93.1 percent last period (period 13 – March 1-31). We know that if passengers are on a delayed train, it is little comfort that average punctuality is better and that there are still big improvements to be made.

We still have days where service for passengers is still not where we would like it to be. As we go further in delivering our action plan and continue to upgrade the Victorian infrastructure, we expect these will become less frequent. However, squeezing over 1,800 trains, transporting over a third of a million people, into one station every day makes the margins for error very fine. As part of our action plan we are making every effort to mitigate failures. For example, we are using more equipment to monitor key infrastructure locations remotely and additional rapid response teams to fix infrastructure failure more quickly.

As regular users of London Bridge, I hope you will have noticed the improvements we have made to the management of the station, which I am sure that Mark Carne will discuss with you in a few weeks' time. We have five times the level of staff working at the station with improved procedures in place when there is disruption. I do not share your assessment of staff with tabards. My experience has been that passengers find having more customer focused staff useful. We continue to work with train companies to improve the information that passengers receive, particularly during disruption.

In response to the Committee's specific requests:

- 1) I am pleased to say that Committee members are now receiving weekly reports on performance at London Bridge. I hope these are useful.
- 2) The economy is a key consideration in the way the Thameslink Programme is redeveloping London Bridge. We understand the vital role that transport plays in supporting the economy and the Thameslink Programme has a positive cost-benefit ratio of 1.4. The

Department for Transport has also identified wider economic impacts from the programme of £1.3 billion, which are not included in the ratio. With passenger numbers doubling since privatisation and projections suggesting that we will see large increases again in the coming decades, the case for a bigger, better station with more capacity is clear. While it would have been quicker and much easier to rebuild the station if it were completely closed, we ruled this out because of the impact on the travelling public, the capital, and the rest of the rail network serving London.

Keeping London Bridge station open makes the redevelopment programme longer, far more complex and performance more difficult to manage. This clearly does have an economic impact, but it is difficult to quantify it precisely. There is also a social impact and we do not underestimate the effect of the unplanned disruptions that delay passengers getting to and from their destinations. We are keenly aware of our responsibility to improve punctuality. However, by carrying out the redevelopment in the way that we have – limiting work to the night time, weekends and the occasional part-closure – we are putting reduction of overall impacts at the heart of the programme. It is with growth in mind that we undertake the unprecedented challenge of operating a billion pound building project while continuing to move over a third of a million people to and from their destination every day. Further from next year, passengers will start to really feel the benefits of the programme with the introduction of new trains and new concourse starting to open.



I know that Charles Horton is writing to you separately to address compensation to passengers, which is provided by train operators, and I endorse his comments.

I hope this letter is helpful and please let me know if you would like any further information.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'P. Hufton', written in a cursive style.

Phil Hufton
Managing Director, Network Operations

The logo for Thameslink, featuring the word "Thameslink" in white text on a dark blue background with a pink triangle pointing downwards.The logo for Great Northern, featuring the words "Great Northern" in white text on a dark blue background with a blue triangle pointing downwards.

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

6 May 2015

Dear Caroline,

London Bridge rail services

Thank you for your letter dated 2 April.

I have seen the response from Phil Hufton at Network Rail and endorse his comments. I am responding on behalf of GTR and Southern to your comments and queries about passenger compensation for delays.

In your letter you commented on passenger awareness of Delay Repay compensation. I wanted to assure you that we are fully committed to continuing to raising awareness of how passengers can gain recompense when they are delayed.

Delay Repay is advertised through posters on trains and at stations across Thameslink, Great Northern, Southern and Gatwick Express. Drivers and conductors also advise passengers of its availability when services are disrupted. In the future where possible, we intend to supplement these announcements with messages generated by staff in our Control Centres, which we will send to trains directly for display on passenger information screens. The technology to do this is currently on trial on with Southern and is also part of the specification for the new Thameslink trains which we start introducing next year.

We also have leaflets racked at stations and, after significant disruption, we hand these out to passengers. We use station information screens and public address announcements for apologies, which tell passengers they can claim compensation, while our social media teams tweet out links to Delay Repay. We also regularly refer to Delay Repay in our press statements following disruption.

Delay Repay is clearly signposted on our websites and passengers can easily apply either by post or online. Online, passengers can upload their season tickets to create an account and then make fast, multiple claims.

For the future, we are exploring a new back office system which would automate a lot of the process so that we can turn around applications for compensation more quickly. Also, 'The Key' smartcard will be extended to Thameslink and Great Northern this September. This allows us, by April 2017, to automatically notify passengers using 'The Key' that they are entitled to compensation for a particular journey. (This would provide a similar system to that currently provided by TfL to registered Oystercard/contactless payment holders for claims following delays on LU). We are also exploring how passengers who use Oyster and contactless payment could receive the same notification.

The following responds to your specific requests for information (please note that Southeastern will be replying separately):

Compensation for disrupted journeys since 5 January 2015

Our systems do not enable us to disaggregate which Delay Repay claims relate specifically to London Bridge journeys. However, we can provide the following data (for 5 January to 2 April) for journeys on Southern and on the Thameslink route:

	Total number of Delay Repay claims	Total value of Delay Repay payout
Southern	92,951	£571,539.62
Thameslink	40,297	£233,162.83

It is not possible to provide an estimate of how many passengers are eligible for compensation due to the sheer number of variables involved (number of affected trains, loading patterns on different trains, length of journeys, individual journey patterns involved). However, the increasing number of Delay Repay claims in recent months suggests a higher level of awareness and take up.

Enhanced compensation

The following data (for 5 January to 2 April) also relates to overall journeys on Southern and on the Thameslink route

	Total number of Enhanced Compensation claims received	Total value of Enhanced Compensation claims paid out
Southern	96 Of these: <ul style="list-style-type: none"> further information requested on 73 claims 23 claims paid out 	2 of these claims were for complimentary passes (2 open day returns on the Southern network). The value of these would depend upon the journeys made (most expensive open day return would be Milton Keynes to Chichester at £84.70). 21 of these were for vouchers, the total value of these was £438.
Thameslink	203 Of these: <ul style="list-style-type: none"> further information requested on 183 claims 20 claims paid out 	14 of these claims were for complimentary passes (2 open returns on Thameslink/Great Northern network). The value of these would depend upon the journeys made (most expensive open day return would be Peterborough to Brighton at £155). 6 of these were for vouchers, the total value of these was £66.27.

As with Delay Repay, it is not possible to provide an estimate of the number of passengers eligible to make claims. However, the low level of claims under this scheme reflects the fact that it is a 'back stop' arrangement for sustained extreme levels of disruption. Our focus is on ensuring that we minimise disruption and improve performance, through the actions we outlined before the Committee on 27 March.

I hope this response is helpful but please do let me know if we can provide any further assistance.

Yours sincerely,



Charles Horton
Chief Executive Officer



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

8th May 2015

Dear Caroline

I am writing to you to follow up on your letter of 2 April to Phil Hufton and Charles Horton and in particular the request for information about passenger compensation for delays on Southeastern services since 5 January 2015.

I want to start by pointing out that the impact on Southeastern passengers has been substantially less than that experienced by those travelling into the low level platforms at London Bridge. The major change for Southeastern took place from 12 January when the seven tracks between New Cross and London Bridge were reduced to four and platforms 4, 5 and 6 (those serving trains to/from Charing Cross) closed. This resulted in the most significant timetable change for five years and in the first week of the timetable our Public Performance Measure climbed to 91.1% overall. We had more than 170 agency staff on hand at stations to help passengers to understand and adjust to the service changes – this was in addition to the 100 extra permanent frontline staff we have employed since October 2014 to support our passengers.

Looking at the punctuality of trains actually at London Bridge station (rather than service terminus) for the reporting periods covering January, February and March the following performance has been achieved: Handed out a million leaflets.

Towards Cannon Street	Average for periods 1501 - 1509	Period 1511 04 Jan – 31 Jan	Period 1512 01 Feb – 28 Feb	Period 1513 01 March – 31 March
Right Time	46.0%	61.2%	62.8%	67.8%
PPM	82.4%	87.1%	83.7%	89.9%
CaSL	4.6%	4.0%	6.5%	3.1%
5 – 29 late	13.0%	9.0%	9.8%	7.0%
From Cannon Street				
Right Time	61.7%	65.6%	67.8%	73.1%
PPM	87.4%	89.9%	88.9%	93.2%
CaSL	3.9%	2.9%	3.4%	2.3%
5 – 29 late	8.7%	7.2%	7.7%	4.5%

Southeastern
Friars Bridge Court 41-45 Blackfriars Road London SE1 8PG
southeasternrailway.co.uk

London & South Eastern Railway Limited trading as Southeastern Registered in England No. 04860660
Registered Office: 3rd Floor, 41-51 Grey Street, Newcastle upon Tyne, NE1 6EE

Note that trains shown in the Cancellations and Significant Lateness (CaSL) category include trains running 30 or more minutes late, trains that are cancelled throughout or trains that skip stop stations one or more stations for service recovery purposes.

This improved performance has been achieved running more trains than have ever operated on the lines to/from Cannon Street although we acknowledge that in the high peak hour (between 0800 and 0900) the station has operated for many years at its absolute maximum of 26 Trains Per Hour. We have maximised the amount of our trains in service in the peaks through changes to our working practices at our maintenance depots so we now have more trains in traffic than ever before.

That said, we are not complacent – we know we have more work to do in raising satisfaction levels amongst our passengers with the service we provide. In early March we moved some carriages away from less busy services to Charing Cross and made some Cannon Street trains longer to ease overcrowding; 14 peak services were lengthened and seven services make additional stops in response to passenger feedback. It was necessary to evaluate the way that passenger loading on individual services developed in the first weeks of the new timetable as it was difficult to predict how many would take advantage of the alternative ticket acceptance arrangements agreed between the DfT and TfL on buses and tubes.

With respect to Delay Repay Claims since 5 January to 26 April we processed 21,164 claims to the value of £146,193.67. We have received no claims for Enhanced Compensation over this period. Unfortunately as with the Southern and GTR data it is not possible to disaggregate the data to determine how much of this relates directly to issues associated with London Bridge.

Clearly many passengers have had to change their journey patterns in reaction to the new timetable and the reduced access at London Bridge. We have tried to do our best to manage this through the steps highlighted above. We have also recently provided visibility to our passengers about which trains have more capacity than others so that those who have flexibility may opt to travel on less busy trains. We are very grateful for the patience and understanding of our passengers and also very proud of the efforts that our staff have made to deliver a better service during this time.

Over the next three years we're investing more than £70 million as part of our franchise commitments and have recently spent more than £3 million of our own money over and above these commitments to deliver a number of passenger focused initiatives across the network. Southeastern is on target to make the improvements set out in our franchise agreement. In many areas we are ahead of schedule so passengers will see the benefits sooner than planned.

I hope that the above information is helpful and I look forward to meeting you on the 9th June.

Yours sincerely



David Statham
Managing Director

LONDON ASSEMBLY

Caroline Pidgeon MBE AM, Chair of the Transport Committee

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

4 March 2015

The Hon, Claire Perry MP
Minister of State for Transport
Department for Transport
Great Minster House
33 Horseferry Road
London SW1P 4DR

Dear Minister,

South London rail services

I am writing, as Chair of the London Assembly Transport Committee, to discuss the impact on rail passengers of ongoing service disruptions, particularly affecting South London.

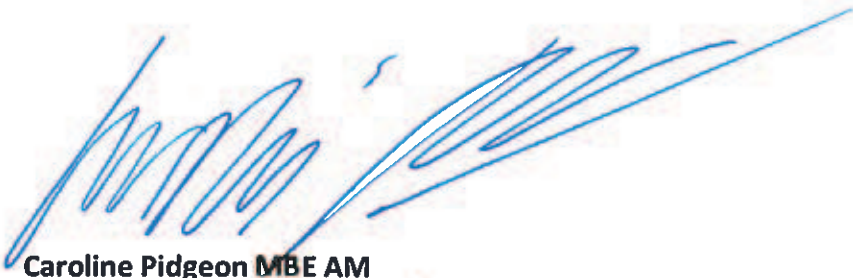
As you will be aware, thousands of Londoners have been subject to delays, service cancellations, and severe overcrowding in recent months. This is primarily a consequence of the Thameslink upgrade works at London Bridge, which have had a much more detrimental impact on services than previously anticipated. The impact has spread to other services beyond those using London Bridge, including the London Overground.

The Transport Committee has discussed these issues with both Transport for London and Network Rail, pressing for much better and more timely information to be provided to rail passengers.¹ We note that London TravelWatch has also written to you to call for more appropriate compensation packages to be agreed for affected passengers.² We fully support these proposals.

Many passengers have been subject to frequent disruptions, but will still not be able to claim any compensation under the terms offered by Govia Thameslink Railway (GTR). This does not reflect the impact of these problems on the quality of life of passengers, and the considerable length of time they have been ongoing. We would urge the Department to consider the arrangements for paying compensation to passengers on TfL services, and take steps to replicate these.

We hope that disruptions will soon come to an end, which should be possible with more effective management from Network Rail and train operators. In the meantime I look forward to receiving your response, with further information on how you will ensure London rail users receive fair compensation for the problems they are experiencing.

Yours sincerely,



Caroline Pidgeon MBE AM
Chair of the Transport Committee

cc.

Stephen Locke, Chair, Travelwatch

¹ For our correspondence with Network Rail see: <https://www.london.gov.uk/mayor-assembly/london-assembly/publications/transport-committee-concern-over-rail-disruption>

² For further information see: <http://www.londontravelwatch.org.uk/news/view?pid=519&x%5B0%5D=news/list>



**Department
for Transport**

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

From the Parliamentary
Under Secretary of State
Claire Perry MP

Great Minster House
33 Horseferry Road
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SW1P 4DR

Tel: 0300 330 3000
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Web site: www.gov.uk/df

Our Ref: MC/132118

27 MAR 2015

Dear Ms Pidgeon,

Thank you for your letter of 4 March, about the impact of the works at London Bridge affecting South London rail services.

This work is a vital part of the long overdue investment in our railways and will deliver a brand new station at London Bridge in 2018, as well as the ability to travel much more easily to points north and south of London. It would be impossible to do works of this scale on one of the busiest stations in Europe without some disruption, but the impact and frequency of problems that passengers have endured is completely unacceptable.

Together with officials from my Department, I have been in constant contact with Network Rail, Southern, Southeastern and GTR. I have held three performance summits for MPs from all parties and I have demanded a greater level of accountability, new plans for managing station disruption and a new more robust timetable from Southern.

Network Rail and the operators have confirmed to me they have drawn up new and revised plans for managing the station and improving customer service under the overall control of one person, Phil Hufton, Network Rail's Managing Director Network Operations (formerly Chief Operating Officer at London Underground). On Monday 16 March a new timetable was introduced by Southern and GTR and we are closely monitoring how this improves reliability for passengers. I also receive daily performance summaries of services for both morning and evening peaks and make frequent visits to the station to assess for myself how the changes are being implemented.

Southeastern has also revised its timetable from Monday 9 March in response to passenger feedback and to better allocate train carriages to specific trains to help meet passenger demand.

There have been calls for additional rolling stock for the Southeastern franchise. I can confirm that within the direct award there is an option to sub-lease 100 class 377 carriages from GTR, which can be exercised at the Secretary of State's discretion. However, if this option is exercised, the stock is unlikely to be available before December 2017 so my officials have asked Southeastern to consider all available opportunities within the rolling stock market to provide additional capacity. They are due to meet Southeastern in the coming weeks to discuss possible options.

Any decision on additional rolling stock must be supported by a business case which clearly demonstrates both affordability and value for money. In the event the Department decides to fund additional rolling stock, we will look to Southeastern to decide how best to deploy the stock to meet passenger demand across the whole network.

When trains are delayed, I expect train operators to compensate passengers fairly and swiftly. That is why the Government has progressively introduced Delay/Repay compensation arrangements, which include 50% compensation for delays of more than 30 minutes, rising to 100% for delays of more than 60 minutes. Delay/Repay is more generous than the previous compensation arrangements for delays to individual journeys and compensation payments for poor service have been rising significantly in recent years. However, I do understand that for many passengers travelling to and from London Bridge, the constant small delays fall below the 30 minute threshold for compensation.

There are already signs of improvement following our interventions and I do expect the situation to improve further. However, while at the moment any response to these shorter delays is a matter for the train operator, I am considering the case for reviewing compensation arrangements.

I can assure you that the Government is working hard with the industry to provide the train service that passengers expect.



CLAIRE PERRY

LONDON ASSEMBLY

Caroline Pidgeon MBE AM, Chair of the Transport Committee

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

27 March 2015

Mike Brown
Managing Director
London Underground & London Rail
11th Floor
Palestra
London SE1 8NJ

Dear Mike,

Transport access to Olympia London

I am writing to discuss plans for future transport access to the Olympia London venue in Kensington. As you know, hosting major conferences and events are important economic activities for London. The Olympia, alongside a number of other venues, is a key part of London's offer in this sector.

Tube services to the Olympia have been reduced in recent years, making it more difficult for Londoners and visitors to reach the venue. We understand from correspondence with the venue management that Transport for London may reduce weekday tube services further, including for events with a set finish time when passenger demand will peak at a predictable time.

Another concern is that automated announcements on some tube trains still advise passengers to alight for the Earls Court Exhibition Centre, for instance at West Brompton. This will clearly cause confusion for some passengers – including those planning to attend Olympia events, particularly as a number of events have transferred from Earls Court to Olympia – and may lead to people alighting at the wrong station.

I would be grateful if you could provide a further explanation to the Committee of your plans for tube services to Olympia, demonstrating how you have taken into account the needs of passengers attending events at the venue, and also advise what steps are being taken to correct errors in the train announcements.

I look forward to hearing from you.

Yours sincerely,



Caroline Pidgeon MBE AM
Chair of the Transport Committee

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

22 April 2015

Transport for London
 Customer Experience

Windsor House
 42-50 Victoria Street
 London SW1H 0TL

www.tfl.gov.uk

Dear Caroline,

The London Assembly Transport Committee - 18 March 2015

Thank you for your letter of 19 March to Mike Tuckett and myself requesting additional information following the Transport Committee meeting on 18 March.

Cost savings from withdrawing printed tickets

The cost of collecting fares has reduced from 15 pence to 8.8 pence for every £1 of fares we receive. Our aim is to reduce this further to between 6 pence and 7 pence for every £1. The removal of printed tickets is an element in our overall plan, but it is difficult to disaggregate these savings from other measures.

As discussed in the Committee meeting, paper tickets are not helpful in the intense environment of today's transport system. They are slow and delay through the gate means they become a contributor to congestion. With the advent of electronic devices in everyone's pocket, keeping a paper ticket close to a mobile phone for any length of time means it will become demagnetised, adding further delay at the gateline.

If we stop selling printed tickets, we would expect cost savings and customer benefits in the following areas:

- Savings in queuing times at ticket machines in stations from faster transactions and customers visiting ticket machines less often
- Reduced maintenance costs as the machinery for processing paper tickets at the gates is more complex and prone failure
- Improved customer experience due to less gateline failures
- More staff to be freed-up to provide customer support in ticket halls

If we also stopped accepting printed tickets (in particular those issued by train companies), we could realise the following additional benefits:

- Maintenance cost savings from no longer needing to support the part of the ticket gates which read printed tickets. Again, this is part of a bundled maintenance package and cannot readily be quantified. However, this is the part of the ticket gates which is most prone to failure due to the moving parts in it (compared to, for example, the Oyster reader).
- Improved customer experience due to less gateline failures, enabling staff to be freed-up to provide more customer support in ticket halls.

Customer contacts by contactless users

Following an in-depth review of contacts from contactless customers, the conclusion was that out of several hundred contacts during the period, we received 10 complaints.

Most of the 10 complaints related to card clash, on which we have run an extensive customer communications campaign prior to and after the launch of contactless payment on rail services. These complaints were from Oyster users rather than contactless users.

The discrepancy has arisen as a result of the way in which customers classified their comments to us when using the feedback form on our website, which is where most of the contacts originated. The Quarter 3 report will include a revision to the Quarter 2 data and a commentary on the adjustment that has been made.

I hope this information has been useful and please contact me if you require any further information.

Yours sincerely



Shashi Verma
Director of Customer Experience, Marketing and Communications

Transport for London



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

Sir Peter Hendy CBE
Commissioner of Transport

Transport for London
Windsor House
42-50 Victoria Street
London SW1H 0TL

Phone 0343 222 0000
www.tfl.gov.uk

23 April 2015

Dear Caroline,

London Assembly Transport Committee – 25 February 2015

Further to my letter of 9 March forwarding details of our funding to boroughs for cycling initiatives, my letter of 10 March detailing the legal advice we received on Uber and my letter of 14 April covering taxi and private hire issues, I attach answers to all other information requested by the Transport Committee.

Yours sincerely,

Sir Peter Hendy CBE

Enc. Information requested at the 25 February 2015 meeting of the
London Assembly Transport Committee

**Information requested at the 25 February 2015 meeting of the
London Assembly Transport Committee**

To provide an assessment after six months of progress with the backlog of taxi ranks requested by London boroughs

Further to the clarification I provided about our Ranks Action Plan in my letter of 14 April, I am happy to provide an update to the Transport Committee on this matter in six months' time. I know that you are already seeing my colleagues for an update on Taxi & Private Hire issues in July, so perhaps this could be covered then too? As I mentioned at the meeting, the clearing of any backlog requires the involvement and support of London boroughs and is therefore a joint effort.

To respond to the Committee's anecdotal evidence of customers at stations where the ticket office has already closed being redirected by staff to nearby stations with open ticket offices

Embankment station's ticket office closed earlier in our programme than other stations' ticket offices due to escalator and other improvement works at Embankment early this year. This meant there was a period when not all station staff had completed training to explain the range of products available through our improved ticket machines or online. Where they were unable to assist a customer, our staff may have directed some customers to the open ticket office at Charing Cross station – a short walk from Embankment – to seek further assistance. All staff training has now been rolled out and station staff are equipped to assist customers with their queries.

I want to reiterate that it is not normal practice for our staff to redirect customers to another station when ticket offices close. All products that are available from our ticket offices will be available from ticket machines at all stations, online or through our Contact Centre, with staff available in our ticket halls to help customers with these options. The only scenario where customers at Embankment station would be directed to Charing Cross mainline station is if they are looking to purchase National Rail products which we do not sell via our ticket offices or machines.

To provide details of progress on the town centre pedestrian safety pilot programme, including potential locations

This is progressing well. We have identified a shortlist of town centres with a higher than average risk to pedestrians. Our aim is to reduce this risk and the number of pedestrian fatalities or injuries as well as improving town centres to help the local economy.

Examples of activities that might be delivered in the pilot locations include:

- upgrading all pedestrian crossings to meet the gold standard set out in the Pedestrian Safety Action Plan;
- road safety schemes at priority collision locations;

- working with Metropolitan Police borough commanders to make them aware of priority locations for enforcement to improve pedestrian safety;
- ensuring schools take up pedestrian education and training programmes;
- providing local bus and taxi operators with maps of high pedestrian risk locations; and
- providing engineering training to borough officers (for example, in the areas of pedestrian design guidance and streetscape design guidance).

We are currently finalising the shortlist of town centre locations and will shortly begin discussions with the boroughs to secure their support. Following that stage, we will provide you with an update on the pilot locations.

To provide how TfL would be working with stakeholders to develop a gold standard for pedestrian crossings

Published in July 2014, our Pedestrian Safety Action Plan contains 31 actions to increase pedestrian safety in London. This includes our commitment to develop a new 'gold standard' for all new and upgraded pedestrian crossings.

Building on innovative crossing technology trials, this 'gold standard' will be the default crossing type delivered on London's roads. It includes:

- far-sided pedestrian indicators on all crossings coupled with pedestrian countdown timers providing a clear indication of how much time pedestrians have to cross the road safely;
- pedestrian crossing times that take national safety standards, the level of pedestrian demand and other local circumstances into account; and
- tactile cones and/or audible guidance to assist people who are visually impaired.

This 'gold standard' crossing type was agreed with members of our Pedestrian Safety Working Group (PSWG) including Living Streets, Sustrans and Road Peace and is now the default crossing type for any new or modernised sites. We modernise about 100 pedestrian crossings each year on top of up to 200 junctions with pedestrian facilities. Pedestrian crossings differ from junctions with pedestrian facilities as they are a stand-alone crossing that is generally set away from a junction. A junction with pedestrian facilities is where vehicles are stopped to avoid conflicting movements with each other as well as pedestrians.

Pedestrian crossings are also updated through a variety of different work streams including major works, borough programmes and developer or other highway schemes. Approximately 150 to 200 pedestrian crossings are upgraded to 'gold standard' through this process each year. At this rate, around 1,250 pedestrian crossings will be at the 'gold standard' by 2020.

We will continue to work with our stakeholders as part of the PSWG to advance this work and initiatives to ensure the successful implementation of the Pedestrian Safety Action Plan.

Subject: Action Taken Under Delegated Authority

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 9 June 2015

This report will be considered in public

1. Summary

1.1 This report sets out recent action taken by the Chair under delegated authority.

2. Recommendation

2.1 **That the Committee notes the action taken by the Chair under delegated authority, namely to:**

- **Agree the scope and terms of reference for an investigation into rail services in London;**
- **Agree follow-up correspondence on the impact of London Bridge station redevelopment; and**
- **Write to Transport for London about District line services to Kensington (Olympia).**

3. Background

3.1 Under Standing Orders and the Assembly's Scheme of Delegation, certain decisions by Members can be taken under delegated authority. This report details those actions.

3.2 The Transport Committee, on 18 March 2015 resolved:

That authority be delegated to the Chair, in consultation with the party Group Lead Members, to agree the scope and terms of reference for an investigation into rail services in London for the Committee's first meeting in 2015/16.

3.3 The Transport Committee, on 27 March 2015 resolved:

That authority be delegated to the Chair, in consultation with party Group Lead Members, to agree follow-up correspondence on the impact of London Bridge station redevelopment;

and:

That authority be delegated to the Chair, in consultation with the party Group Lead Members, to write to Transport for London about District line services to Kensington (Olympia).

4. Issues for Consideration

- 4.1 The Chair agreed under delegated authority, in consultation with party Group Lead Members, the scope and terms of reference for the Committee's investigation into rail services in London. An appendix setting out the details of the scope is attached to the report at Agenda Item 9. The agreed terms of reference are as follows:
- To consider major problems facing the rail network in London and how these could be addressed.
 - To examine the case for devolving more National Rail services to the Mayor and Transport for London.
 - To identify steps the Mayor and Transport for London could take to help achieve further devolution of National Rail services.
- 4.2 Following the Committee's meeting on disruption at London Bridge station, the Chair agreed, in consultation with party Group Lead Members, a letter to Govia Thameslink Railway and Network Rail, as set out in the Summary List of Actions report at Agenda Item 7.
- 4.3 The Chair also agreed, in consultation with party Group Lead Members, a letter to Transport for London about District line services to Kensington (Olympia), as set out in the Summary List of Actions report at Agenda Item 7.

5. Legal Implications

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

6. Financial Implications

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

List of appendices to this report:

None

Local Government (Access to Information) Act 1985
List of Background Papers: Member's Delegated Authority forms 595 (rail services terms of reference), 599 (London Bridge station) and 603 (Kensington Olympia services)
Contact Officer: Dale Langford, Principal Committee Manager
Telephone: 020 7983 4415
E-mail: dale.langford@london.gov.uk

Subject: National Rail Services in London

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 9 June 2015

This report will be considered in public

1. Summary

- 1.1 This report provides background information to the Transport Committee in relation to its meeting with invited guests on National Rail services, and sets out details of the investigation on this topic.

2. Recommendations

- 2.1 **That the Committee notes the scope and terms of reference of its investigation into National Rail services in London, as set out at paragraph 4.1 and in Appendix 1.**
- 2.2 **That the Committee agrees to arrange site visits to London Bridge station and on the new lines added to the London Overground network from the Greater Anglia franchise.**
- 2.3 **That the Committee notes the report, puts questions on National Rail services in London to the invited guests and notes the discussion.**
- 2.4 **That the Committee agrees to recommend to the GLA Oversight Committee that expenditure of up to £5,000 be authorised to commission an external contractor to carry out the external technical advice and support, namely to conduct a survey of London residents on attitudes to National Rail services; and**
- 2.5 **That the Committee notes that the Executive Director of Secretariat, in consultation with the Chair, will commission the external contractor to carry out the external technical advice and support, subject to the GLA Oversight Committee approving the recommendation.**

3. Background

- 3.1 The Committee agreed on 27 March 2015 that National Rail services were one of its priority topics for investigation in 2015/16, and to delegate authority to the Chair to agree the scope and terms of reference of an investigation in consultation with party Group Lead Members.

4. Issues for Consideration

4.1 The Chair, in consultation with party Group Lead Members, has agreed the following terms of reference for this investigation, which will have a specific focus on the Mayor's proposals to devolve control of rail services in London. Further detail on the scope of the investigation is provided in **Appendix 1**.

- To consider major problems facing the rail network in London and how these could be addressed.
- To examine the case for devolving more National Rail services to the Mayor and Transport for London, and different models of devolution that may be used.
- To identify steps the Mayor and Transport for London could take to help achieve further devolution of National Rail services.

4.2 The following guests have been invited to attend this meeting to discuss National Rail services in London:

First panel (approximately 10.00 to 11.15am)

- **Paul Harwood**, Principal Network Planner, Network Rail;
- **Phil Hufton**, Managing Director of Network Operations, Network Rail;
- **Tim Shoveller**, Managing Director, South West Trains-Network Rail Alliance;
- **David Statham**, Managing Director, Southeastern Railway; and
- **Stephen Locke**, Chair, London TravelWatch.

Second panel (approximately 11.15am to 12.30pm)

- **Geoff Hobbs**, Head of Planning, London Rail, TfL;
- **Michael Roberts**, Managing Director, Rail Delivery Group (RDG) and Association of Train Operating Companies (ATOC);
- **Cllr Mike Goodman**, Cabinet Member for Environment and Planning, Surrey County Council;
- **Paul Millin**, Travel and Transport Group Manager, Surrey County Council;
- **Cllr Matthew Balfour**, Cabinet Member for Environment and Transport, Kent County Council; and
- **Stephen Gasche**, Principal Rail Transport Planner, Kent County Council.

4.3 It is proposed that the Committee undertake site visits as part of this investigation. Two potential visits have been identified, as listed below:

- To London Bridge station, for an update on the Thameslink programme from Network Rail; and
- To travel on new London Overground services transferred from the former Greater Anglia rail franchise.

4.4 Officers are also making arrangements for a number of informal meetings for the Chair as part of this investigation. It is anticipated that party Group Lead Members will also attend these meetings where possible. Three informal meetings are currently being planned, as listed below, subject to the availability of guests:

- To meet passenger groups in Sevenoaks, Kent, to explore the views of out-of-London passengers;
- To meet a wide range of experts and stakeholders in the rail sector, to hear ideas about reform of the rail network and its governance; and
- To meet Lord Ahmad, Parliamentary Under-Secretary of State at the Department for Transport, to explore the government's position on rail devolution.

Proposal for external survey support for the investigation into National Rail services in London

- 4.5 It is proposed that the Committee's investigation should include a survey of London residents, to establish current attitudes towards, and experience of, national rail services in London, identify passenger priorities for improving services and their views on proposed devolution options.
- 4.6 It would not be possible to undertake this work in-house due to a lack of expertise and resources. An external contractor would have the relevant expertise and experience to design, conduct and analyse critically a properly weighted survey in order to produce findings for the Committee to pursue in its investigation.
- 4.7 Existing passenger surveys have tended to review passenger satisfaction with existing services, rather than seeking to explicitly identify the key service improvements which passengers would like to see prioritized in franchise discussions. The survey will also provide an indication of the extent to which passengers are supportive in principle of plans to devolve national rail services in London to the Mayor and TfL. This could potentially provide the Committee with evidence to support recommendations to Government in support of these proposals.
- 4.8 The Assembly has recently used external contractors to conduct surveys for its investigation on taxi and private hire, which worked well. This proposal has been developed in light of that experience. In summary, the external contractor would be required to:
- Design and conduct a survey of Londoners' current views on national rail services in London;
 - Set out the findings from the analysis of data in a written report; and
 - Present the findings from the analysis of data to the Committee.
- 4.9 Subject to the Committee's approval, the GLA Oversight Committee would be asked to approve expenditure for the external work at its meeting on 30 June 2015, and the tender process would begin thereafter. The external contractor would be appointed from July 2015, with the survey conducted over the summer so findings could be produced to inform the Committee's output from the investigation in the autumn.
- 4.10 The Assembly's Decision Making Framework includes a requirement that all four of the following criteria be considered by committees in deciding whether external technical assistance is required and appropriate on any given project:
- that the proposed project requiring technical assistance is clearly and tightly defined. This would ordinarily mean that the consultant would be used for a discrete piece of technical analysis or research rather than simply as an adviser for the whole of a scrutiny;
 - that the proposed project cannot be readily undertaken by in-house staff, either because of a lack of necessary expertise or because of a lack of capacity;
 - that the analysis required from consultants is not readily available and cannot be acquired elsewhere; and

- that the information required from consultants would be a significant contribution to the aims of the scrutiny.

4.11 Paragraphs 4.5 – 4.9 of this report are designed to demonstrate that all four of the criteria set out in the previous paragraph have been addressed and that the proposed external support is necessary and appropriate.

5. Legal Implications

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

6. Financial Implications

6.1 All costs arising from the appointment of an external contractor to provide technical advice and support for the investigation would be met from the 2015/16 scrutiny programme budget. Subject to approval, there is provision of £5,000 for commissioning this external support during 2015/16.

6.2 The contract would be let and managed in accordance with relevant GLA policies and procedures. As this project is consultancy based, the requirements of the GLA's Expenses and Benefits Framework and the Financial Regulations would also be adhered to.

List of appendices to this report:

Appendix 1: Scope of the investigation.

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

The case for rail devolution in London

The Transport Committee agreed at its meeting on 18 March 2015 to plan a new investigation into the devolution of rail services to London. The scope and terms of reference for the investigation have been agreed under delegated authority by the Chair in consultation with party Group Lead Members.

Terms of reference

The terms of reference for the investigation are:

- To consider major problems facing the rail network in London and how these could be addressed.
- To examine the case for devolving more National Rail services to the Mayor and Transport for London, and different models of devolution that may be used.
- To identify steps the Mayor and Transport for London could take to help achieve further devolution of National Rail services.

Scope

The Committee's investigation will consider the major issues facing the rail network in London and the extent to which devolution of control to TfL could help address these. The investigation will examine the Mayor and TfL's case for devolution and their strategy for winning approval for these.

National Rail services in London

The National Rail network comprises most heavy rail services in the UK, which are mainly run by private operators via franchises awarded by the Department for Transport (DfT). It does not include the London Underground, light rail systems (mainly urban trams), and privately-owned railways. Franchises in London are:

Franchise	Main destination stations	Franchisee <i>Parent company (operator)</i>	End date
Greater Anglia (1)	Liverpool Street	Abellio	2016
London Midland	Euston	Govia (London Midland)	2017
Kent/South Eastern	London Bridge, Victoria, Waterloo, Cannon Street	Govia (Southeastern)	2018
South Western	Waterloo	Stagecoach (South West Trains)	2019
Greater Western	Paddington	First Group (First Great Western)	2019
Thameslink,	Kings Cross, London	Govia (GTR and Southern)	2021

Southern and Great Northern (2)	Bridge, Victoria		
Chiltern	Marylebone	DB Regio (Chiltern)	2021
C2C	Fenchurch Street	National Express (c2c)	2029

1. Inner suburban services will be transferred to TfL in May 2015. The franchise for the remaining routes will be renamed the East Anglia franchise in 2016.

2. This franchise comes into being in July 2015, when the Southern franchise is merged with the Thameslink and Great Northern franchise.

As well as passenger services, the rail network is used for freight transport; the use of the network for this purpose has been growing in recent years.¹ Network Rail oversees the management of rail freight, as well as owning and maintaining the vast majority of rail infrastructure (track, signalling, and so on) in London and across the UK. Network Rail also manages major rail stations, including multiple destination stations in London.

Role of the Mayor and TfL

Transport for London has controlled the London Overground rail service as part of the National Rail network since 2007. Services are run on TfL's behalf by a private company, LOROL (jointly owned by Arriva and MTR). From May 2015, TfL will also take responsibility for services on the Inner West Anglia Route. TfL will also control Crossrail, a new National Rail route, which will open in 2018, with MTR awarded the contract to run the service.

In 2012, the Mayor and TfL made a formal proposal to the Department for Transport to devolve control of inner suburban rail services: specifically, parts of the Anglia and Kent/South Eastern franchises. This was only partially successful. DfT transferred control of some of the Anglia inner suburban lines to TfL, but none of the Kent/South Eastern franchise. The Anglia lines will become part of the London Overground network in May 2015. The entire Kent/South Eastern franchise remained with the existing operator, Southeastern, with an extended contract to June 2018. Devolution of rail services has cross-party support on the Assembly and has been endorsed on a number of occasions by the Transport Committee.²

Focus of investigation

The Committee will seek to understand current problems on National Rail services in London and how passengers are affected by these. The Committee will follow up the Committee's 2008/09 investigation into rail overcrowding³, as well as issues such as service reliability, disruption caused by upgrade programmes and the relationship between freight and passenger services. This overview of problems will inform the Committee's exploration of why devolution is needed and what issues it could help address.

The Committee will consider what challenges TfL has faced in running devolved services so far. It will assess TfL's management of the London Overground and how the service has performed, what other challenges would be encountered if more services were devolved. It

¹ <http://orr.gov.uk/news-and-media/email-alerts/2014/orr-data-shows-continued-growth-in-freight-usage>

² Transport Committee letter to Department for Transport, April 2013. <http://bit.ly/1HllxGh>

³ *The Big Squeeze*, Transport Committee, 2009: <http://goo.gl/wJoZPA>

will seek to explore different models for devolution, consider the strengths and weaknesses of TfL's existing proposals, and identify the reasons why the Mayor and TfL were unsuccessful in gaining control of rail services to a greater extent in 2012/13.

The Committee will seek to focus on the next opportunity for rail devolution, which is likely to be at the end of the Kent/South Eastern franchise in 2018. By the time decisions are made about this franchise, TfL should be able to better demonstrate its capacity to deliver rail services. Modified proposals may also have greater chance of success, so the Committee would consider how TfL can strengthen its case. It is likely that findings from any work specific to Kent/South Eastern would also be relevant to rail franchises in other parts of London.

Methodology

Key stakeholders

The stakeholders the Committee will seek to engage with during this investigation include:

Mayor's Office	Transport for London
Department for Transport	Rail passengers
Local authorities outside London	Passenger groups
London boroughs	London TravelWatch
Transport Focus	Network Rail
Train operating companies	Rolling stock companies
Office of Rail and Road	Rail industry trade unions
Rail Delivery Group	Association of Train Operating Companies
Business associations	Rail trade unions: ASLEF, RMT, TSSA, Unite
Transport for All	

The Committee could also engage with academic experts, think-tanks and campaign groups, for instance the Campaign for Better Transport and Rail Futures.

Meetings

The Committee will use its formal meetings in June and July to investigate this topic:

- The first meeting would consider and test TfL's devolution proposals, their strengths and weaknesses, and examine possible alternative reforms. Invited guests could include TfL, Department for Transport, Kent County Council, Network Rail, and representatives of train operators and passengers.
- The second meeting would focus on the Mayor and TfL's strategy to achieve devolution. Invited guests may include the Deputy Mayor for Transport and TfL.

Further informal meetings would be arranged with key stakeholders. It is also anticipated that an informal meeting between Lead Members and transport experts would be used to explore a range of possible reforms to rail governance.

Passenger views

Passengers will be encouraged to share their experiences with the Committee, both in written form and by sending in short video clips.

A survey of rail passengers may be commissioned, subject to budgetary approval of GLA Oversight Committee. The survey would aim primarily to explore passenger views on the proposal to devolve National Rail services to London, and if feasible may focus on passengers of a single operator.

Call for views and information

A call for views and information will be launched ahead of the first meeting. The key questions will be:

1. What are the key problems with National Rail services in London that need to be addressed?
2. What changes to the delivery, funding or governance of rail services in London should be considered?
3. How does the current system in London compare to those in other world cities?
4. What would devolution mean for passengers, in terms of fares, reliability, crowding, information, and so on?
5. What opportunities for additional investment and income growth could devolution bring?
6. What are the strengths and weaknesses of the London Overground model for delivering rail services?
7. What are the strengths and weaknesses of different models of rail devolution?
8. What are the main barriers to further devolution?
9. Which rail franchises or routes should be the priority focus for the Mayor and TfL in devolution proposals?
10. How can the Mayor and TfL ensure that the interests of passengers outside London are reflected in any new rail devolution settlement?
11. How can the Mayor and TfL improve their proposals for the devolution of the South Eastern franchise?
12. Could control of rail services be devolved to other UK cities?

Individual organisations will also be asked for views and information on specific issues relevant to them, where appropriate.

Subject: Taxi and Private Hire – Correspondence

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 9 June 2015

This report will be considered in public

1. Summary

- 1.1 This report provides information to the Transport Committee summarising correspondence received in relation to the Committee's investigation into taxi and private hire issues and the publication of its report, *Future Proof: Taxi and Private Hire services in London*.

2. Recommendation

- 2.1 **That the Committee notes the recent correspondence on taxi and private hire services.**

3. Background

- 3.1 The Committee published the findings from its investigation into taxi and private hire investigation in December 2014. The report, *Future Proof*, made 19 recommendations for the Mayor and Transport for London (TfL) to consider. TfL responded on behalf of the Mayor in February 2015, setting out their response to the recommendations. The response was noted by the Committee at its meeting on 18 March 2015, along with a letter from the Executive Chairman of Hailo.
- 3.2 The Committee has subsequently engaged in correspondence with TfL on a number of outstanding issues, and discussed this topic further with the Commissioner of Transport, Sir Peter Hendy CBE, at its meeting on 25 February 2015.

4. Issues for Consideration

- 4.1 The following correspondence has been sent and received by the Committee since its last meeting in relation to its report on taxi and private hire services, *Future Proof*:
- A letter from the Commissioner of Transport to the Chair dated 10 March 2015 providing the details of the legal advice as requested on 25 February 2015, attached at **Appendix 1**;
 - A letter from the Chair to the Mayor dated 12 March 2015 following up the initial response from TfL, attached at **Appendix 2**;

- A letter from the Chair to the Commissioner of Transport dated 8 April 2015 outlining the Committee’s continued concerns, in response to the Commissioner’s letter of 10 March 2015, attached at **Appendix 3**;
- A letter from the Commissioner of Transport to the Chair dated 14 April 2015 responding to the points raised in her letter of 12 March 2015, attached at **Appendix 4**;
- A letter from the Commissioner of Transport to the Chair dated 22 April 2015, clarifying statements made at the meeting on 25 February 2015, in relation to Hailo’s business practices, attached at **Appendix 5**;
- A letter from Uber London to the Chair dated 29 April 2015 setting out their position in relation to ongoing issues, attached at **Appendix 6**;
- A letter from the Commissioner of Transport to the Chair dated 30 April 2015 responding to the points raised in her letter of 8 April 2015, attached at **Appendix 7**; and
- A letter from the Executive Chairman of Hailo, Ron Zeghibe dated 13 May 2015, attached at **Appendix 8**, setting out their continued dispute regarding statements made by Sir Peter Hendy at the meeting on 25 February 2015 and enclosing a copy of letter, dated 1 April 2015, sent by legal representatives acting on behalf of Hailo to Leon Daniels, Managing Director, Surface Transport, TfL, regarding Hailo’s ongoing dispute with TfL.

5. Legal Implications

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

6. Financial Implications

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

List of appendices to this report:

Appendix 1: letter from the Commissioner of Transport to the Chair dated 10 March 2015

Appendix 2: letter from the Chair to the Mayor dated 12 March 2015

Appendix 3: letter from the Chair to the Commissioner of Transport dated 8 April 2015

Appendix 4: letter from the Commissioner of Transport to the Chair dated 14 April 2015

Appendix 5: letter from the Commissioner of Transport to the Chair dated 22 April 2015

Appendix 6: letter from Uber London to the Chair dated 29 April 2015

Appendix 7: letter from the Commissioner of Transport to the Chair dated 30 April 2015

Appendix 8: letter from the Executive Chairman of Hailo dated 13 May 2015

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
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Ms Caroline Pidgeon MBE AM
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10 March 2015

Dear 

I refer to your letter of 25 February following my attendance at the Transport Committee also on 25 February.

Your letter deals with a number of issues which I will deal with in separate correspondence. The purpose of this letter is to respond to the request for me to inform the Committee of the name of the QC who advised TfL about the legality of Uber's operation as a private hire service and if possible to provide a copy of his legal advice.

I have since confirmed that Martin Chamberlain QC advised TfL as to the legality of Uber's operational model. The legal advice TfL received was given in conference.

A decision regarding the legality of Uber's operational model was made on 3 July last year. The note inviting that decision from TfL's Managing Director of Surface Transport is attached. You will see that the legal position is set out in the note in detail. This note was prepared with advice and input from Martin Chamberlain QC.

We have always been open about the legal advice we have received. The position has been communicated both in correspondence and meetings with the taxi and private hire trades to the extent that following a meeting with trade representatives on 8 April last year at which we explained what we considered to be the correct interpretation of the law, we wrote on that same day setting our position out and inviting their comments so that we could be sure that we were taking their views into account. We specifically invited views on what we considered to be, on balance, the correct application of the taximeter prohibition in private hire legislation to the use of Uber Smartphones setting out the opposing arguments.

The issue of taximeters and whether or not the use by Uber drivers of Smartphones is unlawful has been particularly emotive. We have made no secret of our legal advice on this issue both in correspondence and in what we have said to the trades. We have accepted all along that the law is not clear cut and for that reason we have said repeatedly that all interested parties should co-operate in inviting the High Court to issue a declaration as to how the law should be applied.

Sir Peter Hendy CBE
Commissioner of Transport

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We have no interest whatsoever in keeping our legal advice on this issue to ourselves as we have no vested interest in a finding one way or the other; we will apply the law in the way the High Court says the law should be applied.

One argument is that it may be said that a smartphone or app, that communicates information about distance travelled and time taken with an external computer server, but does not calculate the fare itself, is not a device for calculating the fare to be charged in breach of the taximeter prohibition. The legislation does not preclude the calculation of a fare by reference to time and distance. The prohibition is on the use of a device to calculate the fare. If the device itself does not perform any calculation, but is merely used to relay information on the basis of which a calculation is performed outside the vehicle, it may be said that there is nothing unlawful about that.

We have always accepted that the contrary is arguable. It might be said for example that it shouldn't matter where the calculation takes place and that the smartphone or app, either on its own or in conjunction with the external server, therefore constitutes a taximeter.

However, even if we accept that the Uber Smartphone or app is a device for the calculation of fares (which on balance we do not think it is), the second question to be considered is whether or not an Uber PHV can be said to be "*equipped*" with that device as that is what the prohibition requires.

It might be argued that the notion of being "*equipped*" requires some kind of physical connection between the device and the vehicle. A taximeter in a taxi has a permanent physical connection to the vehicle and cannot operate independently of the vehicle. It is installed within the taxi and calculates distance by reference to variables including the mechanical movement of the vehicle itself.

On one view the mere presence in a vehicle of a GPS-enabled smartphone or an app which is installed on a smartphone is not enough to satisfy the requirement that the vehicle be "*equipped*" with a taximeter. The smartphone, after all, may be moved, removed, updated or changed and the app could be uninstalled from a smartphone.

However, we recognise, once again, that the contrary is also arguable. It might be said that a device does not need to be affixed (permanently or otherwise) to a vehicle, in order to be equipped with it. "*Equipped*" could be understood as not connoting any degree of physical attachment.

We have said all along that whilst this is a difficult issue with persuasive alternative interpretations of the law, on balance the use of the Uber Smartphone is lawful and this is the legal advice that we have received. It is because the position is not straightforward and open to different interpretations that we have maintained that inviting the High Court to issue a declaration as to how the law should be applied is the appropriate way forward.

As stated above, TfL has been open and transparent about its position and the advice it has received on all of these issues in what is a difficult and finely balanced matter of legal interpretation. The trades have consistently said that we have got the law wrong. However, whilst it would have been open to the trade representatives to have judicially reviewed TfL's decision in order to put our interpretation to the test, they chose not to do so.

Now that the LTDA have invited the Court to withdraw their summonses against Uber drivers for breach of the taximeter prohibition we can proceed with our application to the High Court but it will be important that LTDA, and other interested parties, support that process.

The sooner this matter gets to the High Court for a decision, the better.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Peter Hendy', written in a cursive style.

Sir Peter Hendy CBE

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LONDONASSEMBLY

Caroline Pidgeon MBE AM, Chair of the Transport Committee

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

Boris Johnson
Mayor of London
City Hall
The Queen's Walk
London
SE1 2AA

12 March 2015

Dear Boris

Transport Committee report into Taxi and Private Hire services

I am writing, in my capacity as Chair of the Transport Committee, regarding TfL's response to our report Future Proof: Taxi and Private Hire services in London.

We trust that you have now had the opportunity to read the report in full, and understand that you have discussed our findings with the Transport Commissioner.

We believe that it is vital to secure the future of both the licensed taxi and private hire industries in London, recognising that passengers welcome a diversity of safe, accessible and reliable services. We welcome Sir Peter Hendy's commitment to develop an over-arching strategy for these services and trust that you will fully endorse the need to take a new approach to handling some of the difficult issues facing these services.

We remain concerned, above all, with the difficulties around enforcement on issues such as touting. We urge you to ensure that both TfL and the Met use all available resources and techniques at their disposal to combat this issue in town centres across London, and that you will ensure that this issue is given due strategic focus.

As a committee, we are united in our view that many of the problems currently facing these industries can be tackled through inclusive and transparent dialogue with the trades and with passengers. We strongly urge you to ensure that TfL plays its part in creating a constructive environment for issues to be worked through. As discussed at our meeting with the Commissioner on 25 February, we believe an important first step would be to open up the Cabbies Cabinet to scrutiny. We therefore repeat our call, as endorsed by the Commissioner, for Assembly Members to be allowed to observe the proceedings of these meetings, and for full minutes to be made publicly available on TfL's website. We would also encourage you to give further consideration to seeking joint meetings with taxi and private hire representatives, who share many of the same concerns around issues such as enforcement, licensing and transparency.

We enclose a copy of our letter to Sir Peter requesting further details on a number of points in relation to TfL's formal response to our report. We look forward to continuing to work with you to address the issues affecting these trades in London, to ensure that the needs of passengers are fully addressed. We would be grateful if you could respond to the points raised in this letter by 12 April 2015.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Caroline Pidgeon', written in a cursive style.

Caroline Pidgeon MBE AM
Chair of the Transport Committee

Caroline Pidgeon MBE AM, Chair of the Transport Committee

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Sir Peter Hendy CBE
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08 April 2015

Dear Sir Peter,

I am writing following your letter of 10 March regarding legal advice received by TfL concerning Uber London Limited (ULL).

As your letter acknowledges, aspects of Uber London Limited's operating model and the manner in which the licence was granted are issues of considerable concern. This is true not only for the licensed taxi and private hire trades, but for the wider travelling public and for the Transport Committee. There have been reports, both online and in the media, regarding incidents in which passengers have been placed in physical jeopardy or subjected to unwanted sexual advances. The Committee has heard evidence of a number of further issues, including:

- Uber London drivers cancelling scheduled journeys at short notice and charging a cancellation fee to the passenger;
- Passengers being charged high fares for excessively circuitous routes or taken to the wrong destination;
- Uber London drivers touting and forming illegal ranks at locations including Heathrow Airport; and
- Registered Uber London users being charged for journeys they have not undertaken

We are of course aware that there are examples of poor individual practice to be found elsewhere in the private hire industry and in the licensed taxi trade. Nevertheless, the sheer volume of publicly accessible complaints about one specific operator does suggest some wider systemic issues with how this particular business model is operating within London and poses some important questions for how TfL oversees complaints made against operators in general.

We welcome TfL's commitment to review the regulations that govern private hire activity in London. Nevertheless, we are aware that this review process may take some time and that, in the meantime, passengers will continue to face these unacceptable problems.

It seems to us that TfL has contributed to the current situation by failing to fully consider the implications of licensing Uber London without establishing a clear legal grounding for this decision.

Your letter and accompanying documentation indicates that, while Uber London Ltd has been licensed by TfL since 31 May 2012, *'a decision regarding the legality of Uber's operational model was made on 3 July 2014'*, over two years after the licence had been granted. We therefore request

urgent clarification on what, if any, legal advice regarding the legality of Uber's operating model was sought as part of the pre-licensing inspection undertaken in advance of the decision to grant ULL's licence in May 2012.

We would be grateful if you could confirm the date on which ULL's existing licence is due to expire. Please could you also confirm whether ULL's licence was granted with any attached conditions and for the full five year term, as discussed in your operator licensing guidance.

On the issue of taximeters, the relevant section of the legal note which accompanied your letter is a procedural update and explicitly excludes, at point 32, discussion of whether or not Uber London Limited is in breach of Section 11 of the Private Hire Vehicles (London) Act 1998 which precludes private hire vehicles from being 'equipped' with a 'taximeter'. Please could you provide us with a copy of any further submissions that have been made by TfL counsel that address the legal issues relating to Section 11.

Your letter also indicates that the advice given to TfL by Martin Chamberlain QC was given in conference. We would be grateful if you could provide copies of any written documentation of the discussion and of the advice received in conference, including minutes, notes or transcripts of the discussion of Mr Chamberlain's considered position on this case.

TfL as a regulator should take all possible steps to ensure that any licensee is compliant with the legislation as it stands. Where the law is open to alternative interpretations, it is surely in the interests of all concerned to err on the side of caution and ensure that the physical and financial safety of the travelling public is not compromised. We would be grateful if you could reply to the points raised in this letter by 8 May 2015.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Caroline Pidgeon', with a stylized flourish at the end.

Caroline Pidgeon MBE AM
Chair of the Transport Committee



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 Commissioner of Transport

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14 April 2015

Dear 

Future proof report follow up questions

Thank you for your letter of 12 March 2015, following up on our response to the Committee's *Future proof* report.

I have addressed each of your points in turn below.

Strategy

The Taxi and Private Hire Terms of Reference Group has recently been established with representatives from the Licensed Taxi Drivers' Association (LTDA), the London Cab Drivers' Club (LCDC), Unite the Union, the Licensed Private Hire Car Association (LPHCA) and Addison Lee all invited. The meeting is chaired by Isabel Dedring, with attendance from TfL.

The Group's first meeting took place on 5 March and is intended to take place monthly. This group provides an opportunity to discuss regulatory matters and future strategy with the taxi and private hire trades but will not be a decision-making forum.

The Private Hire Regulations Review (PHRR) was published on Friday 26 March 2015 and Appendix 1 contains a copy of the TfL notice announcing this and encouraging responses from the trades and other relevant stakeholders. The consultation will remain open until 19 June 2015 and I would welcome the Committee's views on the issues being consulted upon as well as your support in encouraging other interested parties to respond. The consultation can be found on our website: <https://consultations.tfl.gov.uk/tph/private-hire-regulations-review>.

Enforcement

On the issue of enforcement resources I must reiterate we should not look at the 68 dedicated cab enforcement officers in isolation. It is about making the most effective use of all police and TfL resources to maximise activity and ensuring officers have the right powers and knowledge to deal with issues effectively.

As I have said previously, the 68 dedicated officers work alongside TfL's 41 Taxi and Private Hire compliance officers (with that team being increased by 17 per cent this month, to 48 compliance officers).

The creation of the new MPS Roads and Transport Policing Command (RTPC) brings with it the opportunity to significantly increase the level of cab enforcement activity across London and deal with illegal cab activity more effectively. Cab enforcement is now a shared priority for all officers in the 2,300 strong Command – it is not just limited to the dedicated cab enforcement officers. Over 400 officers at a time can and are being mobilised to focus on priority issues, including touting and cab-related sexual offences. It also provides opportunities to expand on high visibility deterrence activities, improved intelligence gathering and problem-solving in areas that have previously received limited attention.

To tackle the problems of touting, cab related sexual offences and other illegal and non-compliant cab activity, police and TfL officers need to deploy the most effective tactics. Deploying officers from a wider pool who can be used in decoy operations, and are not recognised by persistent touts is often a far more effective way to catch and convict than using recognised officers. It is our view that the flexible use of police resource, combined with TfL's own compliance activity, is essential in dealing with many of the issues raised by the licensed taxi and PHV trades.

Our compliance officers have a vital role in the regulation of the licensed taxi and private hire trades, working to ensure they maintain high standards of safety for the travelling public. Their work involves intelligence led and routine inspections of licensed operators, roadside vehicle and driver inspections; investigating complaints from the trade and members of the public on unlawful activity; test purchase exercises; investigations with the Police into fraud by unlicensed drivers and use of forgeries by licensed yellow badge drivers and undertaking joint operations with the police at major venues such as Heathrow, City Airport and in the West End.

TfL has been ramping up its prosecution of drivers for unlawful plying for hire offences and taking a booking without an operators licence. Since April 2013 we have dealt with 128 cases, and have achieved a 96 per cent conviction rate for the cases we have taken to court to date. These prosecutions are in addition to the offences detected and dealt with by the police.

Over the course of 2014/15, the Cab Enforcement Unit alone made over 570 arrests for touting offences. Ninety-seven per cent of these resulted in a charge (resulting in the driver being prosecuted) or a caution. We consider a caution to be a swift and effective sanction for first time offences where the driver admits guilt. TfL will normally revoke licences from drivers convicted (or cautioned for) touting offences.

It is our view that dealing with illegal cab activity is a shared responsibility between TfL, the RTPC and the wider MPS. As I said at the Committee's meeting in February, I would like to see the local borough police give greater priority to touting and other illegal cab activity in areas where touting has been identified as an issue. I mentioned some examples of areas that have very large and vibrant night time economies and where touts are known to operate. We are working with the MPS on what more can be done in terms of increased activity in priority areas and training and support for officers.

We will continue to keep the number of dedicated resources under review and commit to keeping the dialogue open with the licensed trades on the most effective ways to enforce against touting and other illegal cab activity. We welcome Steve McNamara's comments (made at the Transport Committee on 2 September 2014), that the taxi trade would be prepared to fund increased enforcement activities through a higher license fee, which represented a significant change in position from the trade. Following a recent licensing and compliance meeting with the private hire trade, we are considering what an appropriate level of increased compliance officers would be.

Public awareness and signage

You have again raised the issue about public awareness of what constitutes a licensed taxi or private hire vehicle. Our position on a specific campaign to improve understanding of vehicle identification remains unchanged at the current time but we will look again at this issue following the trial with new private hire vehicle signage in London and responses to the PHRR consultation. I'm pleased to note that the Committee will be writing to the Department for Transport and the DVLA to support our proposal for new vehicle signage.

The PHRR explores additional measures for operators to provide passengers with vehicle and driver photo ID before the commencement of the journey, and I look forward to the Committee's response on this matter.

As we have explained, our current communications campaign focuses on how to book a legal, licensed private hire vehicle (PHV), rather than how to identify a licensed vehicle. The reason for this is to prevent people from approaching a licensed PHV on the street, mistakenly believing it is legal and safe to do so.

The latest survey results commissioned by TfL (Late Night Travel Options, January 2015) show that 36 per cent of people still incorrectly believe that minicabs can take customers who do not have a booking if they are licensed (licence disc in window or driver has a badge). The survey also shows 45 per cent think that by checking the minicab has a licence sticker in the window or the driver has a badge then it is safe to use an un-booked minicab. It is for these reasons we believe the current focus should remain on how to book a licensed minicab, rather than how to identify a licensed vehicle. Our campaign also encourages passengers to check the driver's ID before getting into the vehicle to ensure the driver of the vehicle is a licensed driver and in the case of PHVs, it is the one they have booked.

As I said at the Committee meeting, there is more we can do around education and engagement, building on the success of the Safer Travel at Night campaign. We will work with the tourism industry and the airports to look again at the information given to visitors on how to access licensed, safe taxis and private hire vehicles in London.

I welcome the Committee's support for improving the information available to passengers on how to give feedback and make complaints on taxi and private hire services. Such a move provides the basis of a potential Code of Conduct and Passenger Charter in future. The PHRR asks respondents for suggestions on how the current complaints arrangements can be improved and this has been sent to a number of different passenger groups, as well as stakeholders within the taxi and private hire trades.

Incentives for cashless payment options

We fully agree with the Committee that the widening of payment options for taxis has benefits for both drivers and passengers and we have decided to bring forward the consultation on card acceptance in taxis, which will now be published in May 2015 rather than December 2015 as originally planned. We are also encouraged to hear that the main taxi trade bodies may for the first time be prepared to support the mandating of credit/debit card facilities in cabs, subject to further discussion on details and consultation.

There are already a number of card payment devices approved for use in licensed taxis and a list of these is enclosed in Appendix 2. The devices approved include some with transaction charges of between 2.75-1.5 per cent so drivers can already benefit from lower charges. However, we will continue to work with the card payment industry and taxi trade to explore options for costs being reduced further.

Analysing supply and demand

Given advancements in technology since the last 'Driver Diary' survey we already planned to update the methodology of the planned research this year.

We will be commissioning an independent research company to carry this out on our behalf and intend to identify electronic methods of capturing the data in conjunction with the trades.

As well as the Driver Diary research we'll also be commissioning new separate research to understand the supply and demand for taxi and private hire services across the Capital.

You reference our Cabwise service which provides users with information to enable them to book a minicab or other private hire vehicle. When we engage a company to conduct this research we will discuss the best methods of collecting data from all available sources, including Cabwise.

We do not receive information from taxi and private hire licensees about each individual journey in London. Having anonymised data about taxi and private hire journeys would be extremely useful for transport planning and supporting the taxi and private hire industries; however, any such data collection will need to be discussed with the trades first. In the meantime I would welcome the Committee's thoughts on whether all licensed taxi and private hire vehicles should collect trip data and provide this to TfL.

Ranks Action Plan

As the Committee is aware, we fully recognise extra measures are required to protect existing taxi ranks and accelerate the provision of new ones, particularly in suburban areas, which is why we recently published our Ranks Action Plan, and why we are supporting the plan with a £600,000 budget.

I would like to clarify that the list of taxi rank requests provided by us as part of your initial research holds all the requests received from the trade where TfL has submitted the request to the borough, rather than (as was reported by the Committee) being a list of ranks requested by the boroughs that is waiting for TfL. The vast majority of taxi ranks are on roads where the local borough is the highway authority. TfL is frustrated at the slow progress in some areas and is doing all it can to secure agreement with the boroughs. Many boroughs are citing a lack of resources; we have made it clear funding could be made available to them. For my part, and as I said at Committee, I intend to raise the issue of ranks in my meetings with the CEs of London's borough councils.

There are a number of taxi rank proposals that we are working on with the London Cab Ranks Committee and local taxi drivers. The table in Appendix 3 summarises the current position regarding the high priority requests from the trade.

A dedicated page on taxi ranks is now available on our website at www.tfl.gov.uk/info-for/taxis-and-private-hire/taxi-ranks; we continually review this to ensure the content remains appropriate.

A policy on 'island' taxi ranks is being prepared and I can confirm that this will also cover extension areas.

Our initial review of the Night Tube network, which will be introduced on 12 September this year, shows that of the 144 stations on the Night Tube network, 63 stations (44 per cent) already have a taxi rank in place, although some may require changes to service Night Tube passengers. In total, we have identified 95 stations that may benefit from changes to their rank provision and have shared these findings with the London Cab Ranks Committee to obtain their feedback. Additional resource has been recruited to focus on delivering Night Tube ranks.

At present our ranks team is focussed primarily on liaison with boroughs and other interested parties to deliver the ranks identified in Appendix 3, as well as ranks at Night Tube stations and Crossrail stations.

Entry requirements into the market

I can assure you the Knowledge of London appearance schedule is not unduly delayed by procedural issues and every effort is made to ensure the target days of 56 days (stage 3), 28 days (stage 4) and 21 days (stage 5) remain on schedule. The Knowledge process is not used as a method of controlling numbers and candidates that study the Knowledge with the level of commitment required have been known to pass through the Knowledge in a relatively quick time.

Now the Suburban Review is complete, we will have discussions with the taxi trade to determine a date from which we will proceed with processing applications for the three suburban sectors that were placed on hold for the duration of the review.

Disabled access

The PHRR consultation includes a proposal for additional training, including on the needs of disabled passengers, for private hire drivers. The consultation questions are open and we will examine the responses to determine the support for extending this training to private hire operators.

As covered earlier in my letter, the PHRR also encompasses a review of the complaints process and we look forward to hearing the views from all passenger user groups, including disability organisations, to ensure the complaints process is robust and accessible.

Suburban Action Plan

The Suburban Action Plan includes a commitment to establish a regular forum to discuss suburban taxi driver issues and this will provide an opportunity for suburban drivers to raise specific issues affecting the trade in the outer London boroughs. We have also committed to undertaking a supply and demand survey in autumn this year, the results of which will be carefully considered.

Engagement

We will publish the action trackers from TfL's meetings with trade representatives (from May 2015) on the taxi and private hire pages of the TfL website.

As covered earlier in my letter, the Taxi and Private Hire Terms of Reference Group has recently been established to facilitate a co-operative and inclusive approach and to discuss common areas of interest.

Uber London Ltd

I replied separately to your letter regarding Uber London Ltd on 10 March 2015.

Transport Committee, 25 February

Finally, I would like to confirm I have now had the opportunity to look into the two things I committed to review when I gave evidence to your committee on 25 February.

Firstly, in relation to the recreation of a taxi and private hire director position within Surface Transport, I am satisfied this would not be in the best interests of taxi and private hire customers, in the licensing and regulation of the two trades, or in the creation of a truly integrated transport system in London.

The Surface Transport Service Operations Directorate (under Peter Blake), which was set up in September 2013, is already delivering significant operational synergies, for example developing better working relationships with the trade and better integrating various parts of the business, such as the development of an integrated strategy to make taxi and private hire services a more effective part of social needs transport provision in London. As I outlined earlier, TfL's Enforcement and On-Street Service Directorate (under Steve Burton), also established in September 2013, is already leading to much more effective deployment of TfL's and Metropolitan Police's combined resources to tackle touting. To revert to a situation where all these (and many other) taxi-related issues are managed in isolation to the wider transport needs of London as a whole would, I believe, be a retrograde step.

However, I do accept that while the recent changes in management structure of Surface Transport have brought about many benefits, there are those in the taxi and private hire trades who feel this has been at the expense of them having a single senior level point of contact and 'advocate' for their industry within TfL.


Following discussion with Leon Daniels, he has therefore agreed to create a new taxi and private hire industry relationship manager position at a senior level within Surface Transport.

This person who will be responsible for representing the industry's interests across TfL and provide a single co-ordinating point of contact to ensure its views are heard, and/or responded to consistently across the business. I expect an appointment to be confirmed imminently.

In relation to the Cabbies Cabinet, as I said, this is the Mayor's meeting. The Mayor made his position clear, at Mayor's Question Time, but will raise the publication of the agendas and actions and Assembly participation with the trade reps at the next meeting.

In closing, I agree London's taxi and private hire services are a vital part of the transport network, and I look forward to continuing to work together to ensure these services meet the needs of passengers in the years to come.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Peter Hendy', written in a cursive style.

Sir Peter Hendy CBE

Appendix 1

TPH Notice 01/15

Private Hire Vehicles – have your say

Help us to shape the future of the private hire industry in London by having your say in our comprehensive regulations review of private hire services.

In recent years there have been a number of developments within the private hire industry, including advances in technology and changes to how people engage and share private hire services. We want to ensure the regulations that provide for the licensing of private hire operators, drivers and vehicles keep pace with these changes.

We have today launched a public consultation, seeking your views on the regulations. This consultation covers a range of topics and questions including:

- Should we have an English language requirement for drivers?
- Is it beneficial to introduce new training requirements for applicants?
- Should we review the current arrangements for vehicle insurance?
- Do you have views on what information should be captured by an operator as part of a customer booking record?

The consultation opens today and runs until 19 June 2015.

You can find it on our website:

<https://consultations.tfl.gov.uk/tph/private-hire-regulations-review>, where you will also find details of how to respond.



27 March 2015

For previous Notices visit tfl.gov.uk/tph

**Helen Chapman
General Manager,
London Taxi and Private Hire**

Appendix 2

TfL approved card payment devices for use in taxis

Product names	Type of system	Website address
VeriFone Vx670	Chip & Pin	www.verifone.co.uk
VeriFone Vx510	Chip & Pin & Contactless	
VeriFone Vx810	Chip & Pin & Contactless	
VeriFone Vx820 with Xeta PDA configuration	Chip & Pin & Contactless	
VeriFone Vx680	Chip & Pin	
Radio Taxi Group, VeriFone Configuration	Chip & Pin & Contactless	
Taxipay mobile phone payment service	Mobile Phone	www.adelante.co.uk
Dashtaxi Mobile Phone Payment	Mobile Phone	www.adaptis-solutions.com
CCIPS Terminals and Media TX2 payment system	Chip & Pin	www.cabvision.com
Ingenico Terminal ICT 220 & IPP 350	Chip & Pin with swipe facility	www.ingenico.co.uk
Credit Card Payment Reader/Solution with SM-S220i printer	Bluetooth/WiFi Chip & Pin with printer	www.izettle.com

Appendix 3

Taxi ranks

The table below lists the highest priority taxi rank proposals currently being worked on. The locations are either ones that we currently feel are a high priority or the London Cab Ranks Committee has said are a high priority for them. Please note that this is not an exhaustive list of all taxi rank proposals currently being considered and pursued.

Highway Authority	Location	Current Position
Bexley	The Broadway, Bexley	<p>A positive meeting with the borough was held to discuss this proposal.</p> <p>The discussions are ongoing with latest proposals discussed the end of March 2015.</p>
Brent	<ul style="list-style-type: none"> • Kilburn High Road, Sainsbury's • Kilburn High Road, Wesbury's Pub • Kilburn Lane, Paradise Club • Kilburn Station • Queen's Park, by the station • Station Terrace, Kensal Rise (Chamberlain Road) • Wembley Central Station 	<p>Site visits took place to discuss these proposals.</p> <p>Last year the borough advised us that due to resource issues they would not be able to take these forward immediately but would advise us when there would be sufficient resources to work on this.</p> <p>TfL officers have raised the matter subsequently and the locations will be raised by the Commissioner as part of his next meeting with the borough.</p>
Camden	Tottenham Court Road taxi ranks	<p>As part of the Tottenham Court Road two-way project, the borough are proposing to ban taxi access to sections of Tottenham Court Road which will affect some taxi ranks plus taxi journey times and the ease with which taxi passengers can be picked up and dropped off.</p>

Highway Authority	Location	Current Position
		<p>We asked the borough to investigate mitigation measures and expressed concerns on behalf of taxi passengers looking to alight in the area.</p> <p>However, the borough is intending to proceed with this proposal.</p>
	Camley Street	<p>A site visit was held with the borough last year at which this location was discussed and the borough agreed to review appointing a new taxi rank in Camley Street.</p> <p>The borough has requested a further meeting to discuss taxi issues in the King's Cross/St Pancras area on 3 June.</p> <p>Separately the borough has consulted on proposals which would reduce the size of the taxi ranks at King's Cross and St Pancras stations.</p>
Greenwich	Greenwich Church Street (Greenwich Market)	<p>In March 2015 the borough advised us that as a result of concerns regarding bus movements they would not be taking this forward. We are working on potential mitigation measures to see if it is possible to address these concerns or find a suitable alternative location.</p>
Hammersmith and Fulham	<ul style="list-style-type: none"> • Fulham Broadway • Hammersmith Broadway 	<p>Two separate site visits (July 2014 and January 2015) to discuss these proposals have taken place with the borough.</p> <p>The Commissioner will raise this at his next meeting with the borough.</p>

Highway Authority	Location	Current Position
Hounslow	Chiswick High Road, Jamie Oliver's restaurant	In November 2014 the borough advised us that they did not have the resources to look at this request separately but that it would be considered as part of a new cycle scheme.
Lambeth	Brixton	This has been discussed briefly with the borough and will be formally requested by end of May 2015.
Lewisham	Blackheath Station/Tranquil Vale	<p>This location is on the boundary between the boroughs of Lewisham and Greenwich and there has been a difference of opinion between the boroughs over who is the highway authority for the proposed location.</p> <p>This was raised with the London Borough of Lewisham again last month and we are awaiting a response.</p>
Newham	Stratford Broadway	We continue to investigate this location to ensure the rank does not disproportionately impact on bus passengers. We have requested a site visit with the borough to look at this in detail.

Highway Authority	Location	Current Position
	<ul style="list-style-type: none"> • Upton Park Station • West Ham Station 	<p>The borough advised us last year these proposals would be taken forward although with reduced hours of operation.</p> <p>The hours of operation have been challenged and we continue to press on the matter. The Commissioner will discuss the locations in his next meeting with the borough.</p>
Richmond upon Thames	Twickenham Stadium	<p>A new taxi rank was trialled in last month for England's last Six Nations match.</p> <p>A meeting to review this trial and discuss the next steps has been requested with the borough.</p>
Waltham Forest	Leytonstone Station, Grove Road	<p>A request to reinstate the previous taxi rank with the same number of spaces was submitted to the borough.</p> <p>Following a number of meetings it was agreed a six month trial would proceed with the start date to be finalised by the borough shortly.</p>
Westminster	Bulgari Hotel	<p>A taxi rank outside the hotel was marked out but immediately removed following objections from the residents.</p> <p>The borough has rejected the most recent request for a rank for this hotel.</p>

Highway Authority	Location	Current Position
	Chiltern Firehouse hotel and restaurant	<p>Requests for two taxi ranks – one for the daytime and one for the night – have been submitted to the borough.</p> <p>The borough has rejected the request for a daytime rank citing restrictions in the planning application for this venue.</p> <p>A location for a night time rank has been proposed and this will be discussed with the borough on 11 May 2015</p>
	Waterloo Place, Sofitel Hotel	A taxi rank for this hotel was requested but was rejected by the borough.
TfL*	<ul style="list-style-type: none"> • Clapham South Station • Commercial Street (Smiths of Smithfield) • Finsbury Park Station • Heron Tower • Old Billingsgate Market, Lower Thames Street • The Venue, New Cross • Vauxhall Cross Station 	Assessment of all these are being progressed.
TfL and boroughs	Crossrail Stations	Plans for ranks at Crossrail stations are currently being evaluated.

*TfL is the highway authority where rank requests are on the Red Route

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Transport for London

Ms Caroline Pidgeon MBE AM
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Sir Peter Hendy CBE
Commissioner of Transport

Transport for London
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Phone 0343 222 0000
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22 April 2015

Dear 

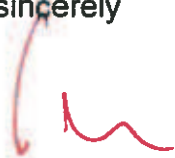
I write in relation to my appearance before the London Assembly's Transport Committee on Wednesday 25 February 2015.

In my comments to the Committee I said that TfL had written to Hailo in relation to the calculation of fares for their private hire service. It has subsequently been brought to my attention that this was not correct. Whilst there had been conversations in which Hailo had provided information about this issue before 25 February, it was not until later that day and after my appearance before the Committee that TfL wrote to Hailo inviting confirmation as to how fares for their private hire service are calculated. I apologise for any confusion that this may have caused.

We have now written to Hailo confirming that the way it calculates fares for its private hire service is not unlawful in accordance with TfL's view as to how the private hire taximeter prohibition should be interpreted. However, and as the Committee will be aware, because this issue is far from straightforward TfL has made an application to the High Court inviting it to issue a declaration as to how the law should be applied in these circumstances and our view is subject to the outcome of those proceedings.

A copy of this letter has been sent to Hailo.

Yours sincerely



Sir Peter Hendy CBE

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*Uber London Limited
Focuspoint
21 Caledonian Road
London
N1 9GB*

**Caroline Pidgeon
City Hall
The Queen's Walk
London
SE1 2AA**

29 April 2015

Dear Ms. Pidgeon,

We have noticed the circulation of your letter to Peter Hendy on social media over the last couple of weeks and wanted to offer our own clarifications to you and your colleagues on the Transport Committee.

Rest assured, we share your concern for London's consumers. Uber exists to provide them with more choice about how they get around their city and we want make sure our model is understood by the people who get in our cars, the partners that drive them, and London's leaders.

The basic facts speak for themselves: more than a million Londoners use Uber every month. They are served by over fifteen thousand drivers: many of whom rely on the platform for their livelihoods. These partners have come to drive with us because they value the increased earning power, flexibility and safety we have brought to their lives.

Every day in King's Cross, hundreds of Londoners from an enormously diverse set of backgrounds queue out of the door of our office for the opportunity to partner with us. This is no small thing. Our growth here has created the equivalent of 7,800 full-time jobs in just 18 months. Our partners earn substantial income too: well over £100 million has been paid out to partner drivers in London in the past 6 months.

Uber – and services like ours – are changing the way London moves. Cheaper, safer and more convenient transport changes resident's lives in a number of small, but important ways. It means that people that don't live near a Tube line can make plans and rely on Uber to get them where they want to go: nearly 40% of our journeys in London start or end in areas underserved by public transport. It means that people that have never before been able to afford a taxi now have another option to get around: uberX is approximately 40% cheaper than a black cab. And soon, it will also mean



that people who want to make a green choice and leave their car at home will be able to share their journey with another Uber rider with UberPOOL: In San Francisco we saved 120 metric tons of CO2 emissions in just one month, and it's coming to London soon.

Uber now moves more than a million people a day around the world, many of them in London and the rest of the UK. We recognise that at this scale we can't be perfect; cars will take the wrong turn, people will leave things in the back seat and accidents do happen on busy roads. But we are fiercely proud of the fact that our customers can give instant feedback on their experience, they receive transparent receipts and we have a dedicated customer service team that stands ready to deal with any problems 24 hours 5a day. That is unprecedented in the taxi and private hire industry.

Every single person that gets into an Uber knows that our responsibility to him or her doesn't end when they get out of the car. Fast, responsive service and extra safety features too - driver photos, GPS tracking, Share Your ETA - have decisively changed the expectations of customers. Our competitors now offer many of the same features that we launched with in 2012. London and Londoners are better off - and safer - for it.

Not that long ago, mobile phones only made calls. The way we are using them now has ushered in a quiet revolution in almost every part of our lives. It's no surprise that regulation is straining to keep up. But for too long has an arcane debate on the classification of our app obscured what really matters about Uber. Our drivers too, tells us that constant commentary from the press and politicians regarding our licence is as unsettling to them as to the people that rely on our service to make a living.

For that reason, the High Court's judgement in the taximeter case cannot come soon enough. We would like to make it clear right now: whatever the result, Uber London is here to stay.

London is one of great cities of the world. Its openness to new people, ideas and innovation has long been one of its defining characteristics. We see ourselves as a very small part of that story. Londoners have embraced Uber's technology; thousands rely on us for their job and millions more use us to get where they need to go.

Regulation should reflect the needs and concerns of the city's eight million citizens and the millions more that visit us. It should protect people - their personal safety and their pockets - not hamper new things they value and



that make their lives easier. We would welcome a forward-looking debate that puts the interests of Londoners first and would be delighted to provide you with any more information you require on that topic.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A Byrne'.

Andrew Byrne
Head of Public Policy, UK

CC: Sir Peter Hendy, Transport for London



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30 April 2015

Dear *Caroline*

I write further to your letter of 8 April 2015.

I agree that TfL as regulator should take all possible steps to ensure that any licensee is compliant with applicable legislation, in this case the Private Hire Vehicles (London) Act 1998, whatever their operating model may be. As I have said previously, we consider that Uber London Limited is compliant with private hire legislation but this is something that we keep under review, as we do in relation to all licensed operators. If complaints are made to TfL that Uber drivers, or any other private hire drivers, are acting unlawfully including as you suggest in your letter, swift and appropriate enforcement action will be taken.

TfL did not obtain specific legal advice at the time of Uber's original licensing application. That is not to say that compliance of their operating model with private hire legislation was not considered at that time. It was, as it is in relation to every application for an operator's licence, and the conclusion reached was that their proposed model was lawful.

TfL has subsequently taken specific legal advice about Uber's operational model as a result of a number of complaints having been made last year. TfL has been completely open and transparent about the advice that it has received.

TfL responded in detail to the various correspondence that we have received about the legality of Uber's operating model and we explained our views at length to all concerned including in various meetings with the relevant trade organisations.

TfL also invited representatives of the LTDA to attend a meeting on 20 May 2014 with TfL officers at which Martin Chamberlain QC explained his view of the legal position in relation to Uber's operational model.

The advice we have received confirms TfL's original licensing decision that Uber are operating lawfully in accordance with private hire legislation. There are no minutes of meetings with Counsel and there is no transcript. As I have said before, the advice was given orally in conference.

I specifically set out in my letter of 10 March 2015 the substance of the legal advice received in relation to the taximeter issue in more detail because, as you rightly point out, it was not contained in the decision note attached to my letter. As I said in my previous letter, because this is not a clear cut issue, we have now made an application to the High Court inviting it to issue a declaration as to how the law should be applied and we are hopeful that this will be considered shortly.

Uber London's operating licence was granted on 31 May 2012 for a five year period. As with all licensed operators they are subject to a number of ongoing obligations which can be found in the Private Hire Operator Licensing Guidance Notes which you refer to in your letter and which can be found on our website: <http://www.tfl.gov.uk/info-for/taxis-and-private-hire/become-a-private-hire-licensee/private-hire-operator-licence>.

Yours sincerely,



Sir Peter Hendy CBE



Caroline Pidgeon AM
Chair, Transport Committee
London Assembly
City Hall
London SE1 2AA

13 May 2015

Dear Caroline,

I hope this finds you well. Thank you again for your time and our telephone conversation regarding my concerns about the manner in which Transport for London has engaged with Hailo and, importantly, the wider black cab sector.

I am writing following correspondence with Transport for London regarding Sir Peter Hendy's comments to your committee on 25th February 2015. I understand you have recently received a letter from Sir Peter that corrects the statement he made at your committee hearing on 25th February. In it he now concedes that Hailo had provided timely information about our service to TfL and that TfL had never asked for a written response from Hailo at any time before his testimony. He also acknowledged that Hailo was operating entirely within the law and current rules.

While I am pleased that the letter clarifies that Transport for London believes Hailo's Back Up service to be consistent with the regulations of the sector, I am disappointed that it still fails to grasp the serious issues that currently confront the sector and the damage that Transport for London has caused to Hailo and our driver community.

As Chair of the Transport Committee, and a longstanding supporter of the black cab trade, I wanted to summarise Hailo's position on these matters so as to leave no doubt in your mind about our commitment to the trade.

Prior to the meeting, I provided full briefings to Leon Daniels, and had absolutely no reason to believe that Transport for London had any concerns or further questions about what our app does and the service that we provide.

During the hearing the clear implication of Sir Peter's statement was that our app was materially the same as Uber's – the legality of which is questioned by many in the sector, and will be subject to a High Court ruling later this year. By failing to take account of the briefings which Hailo gave to him, Sir Peter's statements were entirely inconsistent with the information we had provided to TfL.

By suggesting that the purpose and nature of our business was the same as Uber – a company that rides roughshod over the rules and regulations of our sector – Sir Peter caused immeasurable damage to our company and our driver community.

In Sir Peter's letter to you he has entirely failed to acknowledge this damage and the significant failings of Transport for London to properly and fairly take account of information provided to them from a leading company within London's transport sector.

At Hailo, we don't think there is anything innovative about breaking the rules, being taken to court, or alienating a world-renowned profession. Indeed our approach has always



been rooted in partnership and meaningful collaboration. This is why the comparison between Hailo and Uber is so disappointing for us – and our drivers.

I hope this has letter has provided a useful summary for you. I enclose our final letter to Transport for London, which summaries the technical aspects of this issue. As you will read, we believe TfL has misinterpreted the regulations of the taxi sectors, and failed to understand not only our service, but also the legality of Uber's app.

In our telephone conversation you mentioned that following the general election you would be publishing a letter detailing your concerns about Uber and Transport for London. I would be very happy to provide any further information that you might find useful and would welcome the opportunity to support this work.

Thank you once again for your support and acknowledgment of the difficulties we have faced in dealing with Transport for London on this issue. I look forward to working with you, and other supporters of the black cab trade, over the weeks and months ahead.

With warm wishes,

A handwritten signature in blue ink, appearing to read "Ron Zeghibe".

Ron Zeghibe
Executive Chairman & Co-Founder
Hailo Network Ltd

P.S - You may have recently seen a campaign we ran *Face to Faceless*, which sought to stand up for cabbies and their profession, over the ever-growing support for driverless cars. As a tech company, we are of course for innovation – but we think innovation should have a human purpose.

Coverage of the campaign and the pictures of cabbies we projected onto London landmarks can be found at <http://www.wired.co.uk/news/archive/2015-03/27/hailo-driverless-cars>.

Transport for London
11th Floor, Zone R4
Palestra 197 Blackfriars Road
London SE1 8NJ

1 April 2015

Email Daniel.Tench@olswang.com
Direct Line +44 20 7067 3518

**FAO: Leon Daniels, Managing Director
Surface Transport**

Our Ref DJT\TABIMP\26138-42

Your Ref

By Post and Email

Dear Sirs

Hailo Network Limited

We act for Hailo Network Limited ("**Hailo**").

We refer to the correspondence between Mr Ron Zegibhe of our client and Sir Peter Hendy CBE and Mr Leon Daniels of Transport for London ("**TfL**") dated 25 February 2015 to 27 March 2015. We have been instructed by Hailo in relation to this correspondence and the statements of Sir Peter Hendy to the London Assembly Transport Committee (the "**Committee**") on 25 February 2015 (the "**Statement**").

Our client is extremely concerned that TfL appears to be operating under a fundamental misunderstanding of the Private Hire Vehicles (London) Act 1998 (the "**Act**") and has failed to correct its serious and damaging public Statement regarding our client's compliance with the Act.

The purpose of this letter is therefore to set out:

- a) the correct legal position pursuant to the Act;
- b) the application of the Act to Hailo's Executive BackUp service (the "**Service**");
- c) our client's legal complaint regarding the Statement; and

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- d) the steps that our client requires TfL to take to correct the Statement.

1. THE TRUE POSITION

Our client has set out in its letters of 27 February 2015 and 20 March 2015 the correct legal position under the Act. For the avoidance of doubt, this is as follows:

Section 11 of the Act provides:

- (1) *No vehicle to which a London PHV licence relates to shall be equipped with a taximeter.*
- (2) *If such a vehicle is equipped with a taximeter, the owner of that vehicle is guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale.*
- (3) *In this section "taximeter" means a device for calculating the fare to be charged in respect of any journey by reference to the distance travelled or time elapsed since the start of the journey (or a combination of both).*

Accordingly, for an owner of a private hire vehicle to commit an offence pursuant to the Act, their vehicle must be equipped with a taximeter (as defined). However, your letter reveals a fundamental misunderstanding of the term. A device is only a "taximeter" for these purposes if it calculates the fare by reference to the distance travelled or time elapsed since the start of the journey. The clear meaning is that the actual distance travelled and/or actual time elapsed in the journey is used to calculate the fare.

This is confirmed by the requirement that the vehicle is "equipped" with a taximeter. A vehicle would only need to be "equipped" with a taximeter where information regarding the actual journey taken by that particular vehicle was used in order to calculate the fare.

2. OUR CLIENT'S SERVICE

As set out in previous letters from our client, the Service attributes a fixed fare for passengers by reference to the distance between the origin and the destination of the journey and is unaffected by the actual distance travelled, the route taken or the time elapsed since the start of the journey.

Information regarding the origin and destination of a journey are provided to a computer server in the cloud and, on the basis of that information alone, a fixed fare is produced for the journey. Mr Daniels' letter requests information as to how the distance between the origin and destination is measured by the computer server. Our client can confirm that the fixed fare is based on the shortest hypothetical route, without taking into account any current diversions or traffic. Mr Daniels also requests information as to "where the calculation [of fixed fares for the Service] takes place". This question would only be relevant if the Service used a taximeter, which it plainly does

not. However, our client can confirm that a computer server produces remotely the fixed fares for journeys using the Service.

Accordingly, the Service does not use a taximeter within the definition of section 11(3) of the Act for producing its fixed fares.

3. STATEMENT BY TFL

We have reviewed the transcript of Sir Peter's appearance at the Committee, as provided to our client by Mr Daniels. As set out in our client's letters dated 27 February 2015 and 20 March 2015, the clear imputation from your Statement was that:

- a) the Service is using a meter in the form of a driver's iPhone to calculate fares;
- b) the operation of the Service is materially the same as the service of Uber;
- c) there are grounds to believe that the Service is unlawful; and
- d) Hailo had not provided an explanation to TfL regarding how the fare is calculated.

The ordinary reasonable person would not apply the artificial analysis set out in your letter dated 27 March 2015. As is evident from the significant reaction on social media to the Statement, many individuals have interpreted the Statement as meaning that the Hailo Service uses a "meter" in the vehicle, which, as Sir Peter stated to the Committee shortly before referring to our client, is unlawful for a private hire vehicle.

Furthermore, the Statement that TfL had written to our client requesting an explanation as to how the fare was calculated for the Service and that our client had not provided such an explanation, was made in circumstances where (i) no such request had been made prior to your appearance before the Committee; and (ii) Mr Zegibhe of our client had provided Mr Daniels of TfL with detailed briefings prior to your Committee appearance. Our client has raised this false statement in correspondence numerous times and it simply has not been addressed.

Accordingly, we have advised our client that the Statement makes serious and false defamatory allegations against it.

TfL is the regulator for both licensed taxis and private hire cars. Accordingly, the false and defamatory Statement to the Committee cannot have come from a more damaging source and it was reasonably foreseeable that the allegations would be repeated elsewhere. The Statement therefore has caused or is likely to cause serious harm to our client's reputation.

4. NEXT STEPS

Our client has now explained to TfL on multiple occasions how the Service operates lawfully within the Act. Our client has always been extremely careful to operate within the existing regulatory framework and develop a good relationship with TfL.

However, to date TfL has refused to clarify the false and defamatory Statement made to the Committee. We therefore request that you confirm in a public clarification or an open letter that:

- a) you are satisfied that the Service operates in accordance with the Act;
- b) that our client provided you with detailed briefings about the Service prior to your Committee hearing; and
- c) that TfL recognises that the comparison between Hailo and Uber is inaccurate:

We look forward to hearing from you and, given the urgency of the matter, request a response within five working days, i.e. by Friday 10 April 2015.

Pending your response, our client's rights remain fully reserved.

Yours faithfully



OLSWANG LLP

Subject: Door-to-Door Transport Services – Response from Transport for London

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 9 June 2015

This report will be considered in public

1. Summary

- 1.1 This report asks the Committee to note the response from Transport for London (TfL) to its report on door-to-door transport services.

2. Recommendation

- 2.1 **That the Committee notes the response from Transport for London to its report, *Improving door-to door transport in London: Next steps*.**

3. Background

- 3.1 On 12 November 2014, the Committee met a range of stakeholders to discuss door-to-door transport services in London. The meeting followed up previous Committee reports on this topic. Members agreed to publish a report based on the findings of the meeting.

- 3.2 On 22 January 2015, the Committee published its report, *Improving door-to door transport in London: Next steps*.

- 3.3 The report made the following recommendations:

Short-term

These measures can be taken within the next six months in order to deliver immediate improvements in the service provided to door-to-door users.

1. TfL should review its policy of limiting the distance of Dial-a-Ride journeys to less than five miles. Any new distance limit should take into account differences in population density across London.

2. TfL and London Councils should investigate why Taxicard usage is falling and why expenditure is significantly below budget. Any underspend from 2014/15 should be reinvested in measures designed to ensure Taxicard reaches all users who need the service.

3. TfL should delay any decision on the closure of Capital Call until after the conclusion of the Social Needs Transport Review. If the closure goes ahead, TfL should reinvest the Capital Call budget in other door-to-door services and work with London Councils to ensure that Taxicard offers the same service standards and flexibility as Capital Call.

4. NHS England London should instigate a review of the provision of Patient Transport services by NHS Trusts in London, with the objective to define and enforce minimum service standards.

We recommend that TfL, London Councils and NHS England London write to the Committee by the end of March 2014 to set out their intention to implement these measures.

Medium-term

These measures would be important first steps in the integration of door-to-door services, and could be introduced within the next 1-2 years.

5. Consistent eligibility criteria should be established for Dial-a-Ride, Taxicard, Capital Call and NHS Patient Transport, and a single application process for people wanting to become users of these services should be introduced.

6. A single customer feedback system for Dial-a-Ride, Taxicard, Capital Call and NHS Patient Transport should be established. This would enable complaints about all services to be directed to the same place. User surveys should also be integrated across these services.

We recommend that TfL include these measures as early actions in the report of the Social Needs Transport Review, and work with boroughs, London Councils and NHS Trusts to deliver them.

Long-term

These measures would deliver substantial integration of door-to-door services, and could be introduced over the next 3-5 years.

7. A single booking process for Dial-a-Ride, Taxicard, Capital Call and NHS Patient Transport should be established. This would enable service users to request journeys from any of these services at a single online source, or from local call centres covering all services.

8. All door-to-door services should be commissioned jointly by TfL, boroughs and NHS Trusts. Commissioning should take place at a local or sub-regional level. Commissioners should seek to deliver a mix of regular and on-demand services, operated by public, private or voluntary sector providers. Funding would be provided by TfL, boroughs and NHS Trusts according to existing expenditure levels. The introduction of individual travel budgets for service users should also be considered.

9. TfL should review the structure of Dial-a-Ride, as part of the changes proposed under Recommendation 8. TfL should continue to provide the Dial-a-Ride service for the foreseeable future, but it should be commissioned locally rather than operated as a centralised, London-wide service.

We recommend that TfL develops detailed proposals for the implementation of these measures following the Social Needs Transport Review, and consults stakeholders and service users on these plans.

4. Issues for Consideration

4.1 The Committee has received a response from TfL responding to the recommendations in the report, *Improving door-to door transport in London: Next steps*, as attached at **Appendix 1**.

4.2 The Committee is recommended to note the response.

5. Legal Implications

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

6. Financial Implications

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

List of appendices to this report:

Appendix 1: Response from TfL to Door-to-door report

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

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Response from Transport for London to Improving door-to door transport in London: Next steps**Recommendation 1**

TfL should review its policy of limiting the distance of Dial-a-Ride journeys to less than five miles. Any new distance limit should take into account differences in population density across London.

TfL already tries to satisfy requests for journeys longer than five miles wherever possible, as per the Dial a Ride Charter. This year (to date) around half (4,470 of 9,899) of the longer distance trips requested have been met.

TfL understands the desire for a more flexible approach to accepting trip requests, particularly in outer London, and will review the existing trip distance limit policy to understand if any increase to the trip limit is achievable without detriment to the overall services – for example, introducing an annual ‘allowance’ of longer journeys for customers.

TfL action date: September 2015

Recommendation 2

TfL and London Councils should investigate why Taxicard usage is falling and why expenditure is significantly below budget. Any underspend from 2014/15 should be reinvested in measures designed to ensure Taxicard reaches all users who need the service.

TfL has liaised with London Councils on the changing demand for Taxicard and agreed to participate in research that London Councils and the boroughs undertake.

The underspend on Taxicard is fairly low; less than two per cent of the funding is underspent and therefore returned to TfL (which is currently funding 85 per cent of the costs of operating the scheme). These returns come from a small number of boroughs where service demand has cost less to provide than the TfL base fund allocation.

TfL action date: London Councils are in the process of commissioning the scheme review work and TfL will feed into their review as required.

Recommendation 3

TfL should delay any decision on the closure of Capital Call until after the conclusion of the Social Needs Transport Review. If the closure goes ahead, TfL should reinvest the Capital Call budget in other door-to-door services and work with London Councils to ensure that Taxicard offers the same service standards and flexibility as Capital Call.

TfL accept the committee's recommendation that the future of Capital Call should not be considered in isolation.

TfL will suspend applications to Capital Call to new members, as we are confident that Taxicard now provides an effective service across all boroughs. However, we will keep it open to the approximately 1,400 people who are currently members, and to anyone who already has an application being processed. We will also work closely with London Councils to ensure Taxicard will continue to offer the same service standards and flexibility as Capital Call.

TfL action date: April 2015 Immediate

Recommendation 4:

NHS England London should instigate a review of the provision of Patient Transport services by NHS Trusts in London, with the objective to define and enforce minimum service standards.

TfL would welcome a review of patient Transport provision in London and would be happy to participate in an NHS led review.

TfL action date: NHS to Progress

Medium-term (within the next 1-2 years)**Recommendation 5**

Consistent eligibility criteria should be established for Dial-a-Ride, Taxicard, Capital Call and NHS Patient Transport, and a single application process for people wanting to become users of these services should be introduced.

TfL welcomes the recommendation and believe that this is a key step towards delivering an integrated service for customers.

TfL will work to deliver consistent eligibility criteria and a single application process for the three services it has whole or part responsibility for - Dial-a-Ride, Taxicard and Capital Call - for people wanting to use these services. TfL is liaising with NHS Patient Transport services on opportunities for including their services within those processes as well, either at the time they are introduced by TfL or at a later date (subject to NHS ability / willingness to do so).

TfL action date: Feasibility Review to be completed by September 2015, delivering a single application process for Dial-a-Ride, Taxicard and Capital Call by March 2016 (dependent on the findings of the review).

Recommendation 6

A single customer feedback system for Dial-a-Ride, Taxicard, Capital Call and NHS Patient Transport should be established. This would enable complaints about all services to be directed to the same place. User surveys should also be integrated across these services.

TfL will work to deliver a single customer feedback system for the three services it has whole or part responsibility for - Dial-a-Ride, Taxicard and Capital Call - along with integrated customer surveys of these services. TfL is liaising with NHS Patient Transport Services on opportunities for including their services this system, either at the time they are introduced by TfL or at a later date (subject to NHS willingness / ability to do so).

TfL believe that this is a key step towards delivering an integrated service for customers of these services and would complement the progress towards this delivered by consistent eligibility criteria and a single application process.

Note that TfL and London Councils already routinely share a range of data to understand usage and performance across the different services.

TfL action date: Feasibility Review to be completed by September 2015, delivering a single customer feedback system for Dial-a-Ride, Taxicard and Capital Call by March 2016 (dependent on the findings of this review).

Long-term (over the next 3-5 years)

Recommendation 7

A single booking process for Dial-a-Ride, Taxicard, Capital Call and NHS Patient Transport should be established. This would enable service users to request journeys from any of these services at a single online source, or from local call centres covering all services.

TfL welcomes the recommendation and will work towards achieving a single booking process across the three services that it funds and/or operates - Dial-a-Ride, Taxicard and Capital Call.

We believe that this would deliver greater customer service, and enable a more efficient way of operating. It is a key step towards delivering integrated services for customers.

As with recommendations 5 and 6, TfL is liaising with NHS Patient Transport services on opportunities for including their services within those processes as well. However, it should be noted that across the four services there are multiple commissioners, and a large and diverse group of providers under various contracts without common termination dates. This is therefore a significant undertaking although we agree with the Committee that the customer benefits would be considerable.

TfL action date: Depending on progress in delivering recommendations 5 and 6, TfL aim to integrate the booking services for Dial-a-Ride, Taxicard and Capital Call by March 2017.

Recommendation 8

All door-to-door services should be commissioned jointly by TfL, boroughs and NHS Trusts. Commissioning should take place at a local or sub-regional level. Commissioners should seek to deliver a mix of regular and on-demand services, operated by public, private or voluntary sector providers. Funding would be provided by TfL, boroughs and NHS Trusts according to existing expenditure levels. The introduction of individual travel budgets for service users should also be considered.

TfL warmly welcomes the concept of joint or integrated commissioning as this supports our long term aims for how we deliver our door to door services.

The ongoing TfL Social Needs Transport review is tasked with providing the foundation for door to door services whether commissioned, operated or funded by TfL.

Changing societal trends are forecast to place additional demands on door to door services, despite the significant accessibility enhancements that have been implemented or are in the course of being implemented on mainstream public transport modes. TfL considers that integrated commissioning is essential to meet these challenges and future customer expectations. The location and form of such commissioning requires further work with partners, and pilot projects are likely to be required to prove best practice.

Delivering of an integrated service as described in this recommendation is necessarily dependent on delivery of recommendations 5, 6, and 7 along with effective engagement and joint working with all stakeholders.

Individual budgets should be explored as part of the solution.

TfL action date: Joint commissioning is a long term objective and is dependent on progress in delivering recommendations 5, 6 and 7. TfL would aim to deliver this in 2018.

Recommendation 9

TfL should review the structure of Dial-a-Ride, as part of the changes proposed under Recommendation 8. TfL should continue to provide the Dial-a-Ride service for the foreseeable future, but it should be commissioned locally rather than operated as a centralised, London-wide service.

The integration of services as proposed in recommendations 5, 6, 7 and 8 and the outcome of the Social Needs Transport review will require extensive planning and effective delivery. The detailed commissioning and service delivery arrangements required will define the new operating model and the future structure of TfL's Dial-a-Ride operation. However, TfL acknowledges the committee's desire for more locally responsive commissioning and will take this on board in the design of any new arrangements.

TfL action date: The structure of Dial-a-Ride will be reviewed on a regular basis and amended where required in line with the timescales for delivering recommendations 5 to 8.

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Subject: Transport Committee Work Programme

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 9 June 2015

This report will be considered in public

1. Summary

- 1.1 This report provides details of planned or ongoing scrutiny work by the Transport Committee and the schedule of Committee meetings for the 2015/16 Assembly year.

2. Recommendations

- 2.1 **That the Committee agrees its work programme for 2015/16.**
- 2.2 **That the Committee delegates authority to the Chair, in consultation with party Group Lead Members, to agree the scope and terms of reference for an investigation into commercial traffic in London.**
- 2.3 **That the Committee notes the update from the Mayor on the River Action Plan.**

3. Background

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

4. Issues for Consideration

- 4.1 Members have agreed a number of priorities for the Committee's work programme in 2015/16. The following is a list of topics that the Committee will aim to explore, including new topics and follow-up to previous work.

- Rail services;
- Commercial traffic;
- Weekend and night-time travel;
- Motorcycle safety;
- Accessibility;
- Coaches;

- Cycling;
- Crossrail;
- Red routes; and
- Taxi and private hire services.

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

Rail services

4.3 The Committee has launched an investigation into National Rail services, focusing on the case for devolution to London. Further detail is included under another item on this agenda.

Taxi and private hire

4.4 The Committee's report into taxi and private hire services was published in December 2014. Follow-up work on this topic is being considered. Further detail is included under another item on this agenda.

Commercial traffic

4.5 The Committee is considering an investigation into commercial traffic in London. It is likely this investigation will examine recent trends in commercial traffic volume on London streets and consider steps Transport for London (TfL) can take to manage these. Officers are currently undertaking background research and will prepare more detailed proposals at a later date. It is recommended the Committee agree to delegate authority to the Chair, in consultation with party Group Lead Members, to agree the scope and terms of reference.

Responses to recent Transport Committee work

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

Transport Committee work	Details of responses due (if appropriate)
TfL customer service	The Committee is awaiting a response from TfL to its report on TfL customer service, which was due by the end of May 2015.

4.7 The Committee has received an update from the Mayor on delivery of the River Action Plan. The update is attached at **Appendix 1** for the Committee to note.

2015/16 schedule of meetings

4.8 The schedule of all 2015/16 Transport Committee meetings, subject to decisions to be made at the Assembly's Annual Meeting on 14 May 2014, is set out below with details of the main topics identified to date:

- Wednesday 8 July 2015;
- Tuesday 8 September 2015;
- Thursday 15 October 2015;

- Tuesday 10 November 2015;
- Thursday 10 December 2015;
- Wednesday 13 January 2016;
- Tuesday 9 February 2016; and
- Wednesday 9 March 2016.

5. Legal Implications

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

6. Financial Implications

6.1 There are no financial implications arising from this report.

List of appendices to this report:

Appendix 1: River Action Plan update from Mayor

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
Contact Officer:	Richard Berry, Scrutiny Manager
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Email:	scrutiny@london.gov.uk

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MAYOR OF LONDON

Caroline Pidgeon MBE AM

Chair, Transport Committee
City Hall
The Queen's Walk
More London
London SE1 2AA

Date: 23 MAR 2015

Dear Caroline

River Action Plan Update

I am writing to provide you and the Transport Committee with an update on our progress in delivering the River Action Plan, which was one of our commitments in that plan.

2014 was a magnificent year for the river. From the homecoming of the Round the World Clipper race at St Katherine's Dock in June, the 2.7 million people who attended Totally Thames events throughout September – including the magnificent Tall Ships in Greenwich, to the sombre phenomenon of the Tower of London poppies on the banks of the Thames, it was a year like no other. We are also well on our way to meeting my target – set in the River Action Plan – of doubling the number of river passenger journeys on the Thames to 12 million by 2020. Passenger journeys over the summer were up by nearly 25 per cent compared to the previous year. 4.4 million passengers used London's river services between May and September 2014 compared to 3.5 million for the same period the previous year. 9.8 million journeys were made during the full 2014 calendar year, up from 8 million in 2013, a 23 per cent rise. I have to pay tribute to staff across the river services, boroughs, Transport for London, Port of London Authority and others, who have all really pulled together to make this happen.

Improved passenger information continues to be rolled out at all river piers, with clearer transport interchange information ensuring the river is better integrated with the rest of the transport network. Embankment and Westminster Piers have recently been upgraded including improved lighting, flooring and signage. Work to increase passenger and berthing capacity at three key piers, Bankside, Embankment and Westminster, is well underway and will be completed next year.

A number of new pier infrastructure projects are also progressing well. These include new piers at Battersea Power Station and Plantation Wharf, which are due to open early next year. Plans for piers at Convoys Wharf in Deptford and Enderby Wharf in Greenwich are also underway.

In September, TfL unveiled two new artworks by Clare Woods marking the expansion of Art on the Underground into London River Services (LRS). Created after the artist undertook research trips along the Thames, the two pieces – entitled Cranky and Idler – were then reproduced and exhibited at all eight LRS piers, on the Woolwich Ferry and across the London Underground network. The commission encourages people to see the river as a mode of travel, a site of contemplation and a place for relaxation. I hope that you had a chance to see them.

MAYOR OF LONDON

In 2014 TfL delivered a marketing campaign targeting leisure users at gateways to London, major visitor attractions and in and around piers. It raised awareness of river services through outdoor posters, driving engagement across a number of digital channels. This activity was focused at the quieter, "shoulder" periods of the year and was supported by news articles and TfL's Twitter feeds.

To better integrate river services with the wider transport network, TfL has undertaken feasibility work for Oyster/contactless payment validators at all river bus piers. These will be built throughout 2015/16. TfL has also worked with stakeholders to improve access to the river for cyclists. Additional cycle parking will be installed at Embankment, Millbank and Westminster Piers. The Cycle Hire docking stations will be installed near Canary Wharf and Putney Piers by April 2015.

TfL has been working with partners to explore and develop commercial opportunities at their piers to improve the customer experience. Metro racks have been trialled at TfL piers and new opportunities such as water vending machines, pop-up retail and a potential retail unit at Westminster Pier are in development. All of these ventures have the potential to provide additional funding to be reinvested in the pier network. TfL has also commissioned a feasibility study to explore how commercial opportunities might be used to fund infrastructure improvements to Festival Pier and is planning to undertake a similar study of Greenwich Pier.

Throughout 2015/16 TfL will progress and deliver key improvements as part of the River Action Plan:

- Pier extensions at Bankside, Embankment and Westminster Piers will increase capacity for passenger services.
- A new developer led pier at Plantation Wharf to be delivered before summer 2015.
- Oyster pay-as-you-go validators will be installed at all River Bus Piers in summer 2015. These will accept contactless payment in 2016.
- 'Look and feel' upgrades will be rolled out at remaining TfL Piers.
- The GLA will make a decision on the creation of a new boat yard on Albert Island during 2015.
- Cycle parking and Cycle Hire provision will be improved at piers.
- TfL will work with businesses and developers to promote greater use of river services.

I hope you agree that river transport is being transformed and we will continue to champion it as a fantastic way of getting around our city. Thank you for your ongoing support on this.

Yours ever,



Boris Johnson
Mayor of London