

From: [Isabel Dedring](#)
To: [Barton Glynn \(ST\)](#); [Bristow Alan \(ST\)](#); [Emmerson Garrett](#)
Subject: 2 ppts
Date: 05 June 2014 10:14:00

Glynn, Garrett

These are much better, I am happy with them

The one comment I had was p14 in liebreich presntn, is it ped ksi's or overall, if it is overall pls can we also bring along ped data equivalent

Thanks

I

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From: [Isabel Dedring](#)
To: [Anita Chen](#); [Tim Steer](#); [Emmerson Garrett](#)
Subject: 22 Jan GIB meeting
Date: 16 January 2014 13:36:47

A - can you invite Garrett to this mtg thx

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: BCH discussion Thursday
Date: 07 April 2014 11:44:08

Given there has been some confusion on this to date, I thought it would be helpful to set out what is needed for our discussion on Thurs. Any questions pls ring me directly

Materials need to be split into
-2014-2017 plan
-2017 onwards plan

For 2014-2017, pls include:

- clarity on what the revised funding is for BCH over this period in particular for the 10 point plan and intensification
- what are we projecting in terms of trip levels and where are these trips going to come from ie breakdown between casuals and members and why, breakdown between different customer segments and why, breakdown by time of day: ie where will the growth be coming from. This then needs to be set as a target.
- what is our pricing strategy (ie what fares, any linkages to other products ie discounts for Travelcard holders or whatever) to drive these trips and therefore what revenue is expected
- what we expect to happen to the cost base
- should NOT focus on out/in-sourcing question or on technology, except to the extent that it answers the questions above

For 2017 onwards

- what are the high level actions for now and what is the overall high level direction, don't need to know too much more

Also pls add 2 timetables

- high level through 2017
- in particular for this year incl esp what Board approvals are needed when so we know by when we need answers to these questions

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: Bch
Date: 03 April 2014 11:52:01

Can we discuss briefly in margins of todays surface 121 thx

Isabel

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From: [Isabel Dedring](#)
To: [Andrew Gilligan](#); [Daniels Leon](#); [Emmerson Garrett](#)
Cc: [Tim Steer](#)
Subject: Canary wharf group
Date: 03 June 2014 16:37:52

Spoke to ed

All fine

Can update at mtg thursday

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From: [Isabel Dedring](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Cc: [Hendy Peter \(TfL\)](#); [Rogan Kerri](#); [Tim Steer](#); [Podwiazka Darek \(ST\)](#)
Subject: FPC - Surface 121
Date: 05 June 2014 10:25:25

Leon - can we urgently discuss Surface attendance @ FPC @ our 121 today

I'd also like to discuss it at next week's PGH121

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: FW: [REDACTED] LONDON W1J 5LF (completed)
Date: 24 March 2014 20:09:19

fyi as may come up Wed

From: Low, Martin [REDACTED]
Sent: Monday, March 24, 2014 8:08 PM
To: Chapman Helen (TPH)
Cc: Isabel Dedring; leondaniels@tfl.gov.uk
Subject: RE: [REDACTED] LONDON W1J 5LF (completed)

Helen, Many thanks

Martin
Martin Low
City Commissioner of Transportation
Built Environment
Westminster City Council
11th Floor North West
City Hall
64 Victoria Street
London SW1E 6QP
Tel: [REDACTED]
Mobile: [REDACTED]
Email: [REDACTED] [mailto:\[REDACTED\]](mailto:[REDACTED])

From: Chapman Helen (TPH) [\[mailto:\[REDACTED\]\]](mailto:[REDACTED])
Sent: 24 March 2014 18:24
To: Low, Martin; Sutton, Sara; Hayward Siwan; Steve Wright (Chairman Licensed Private Hire Car Association); Bob Oddy; Richard Massett; Steve McNamara (General Secretary Licensed Taxi Drivers' Association); Grant Davis (Chairman London Cab Drivers Club); Jim Kelly; Peter Bond (Unite) (Unite)
Cc: Sanjay Samatrai; Poston, Bob; Brennan, Hugh; Montague, Darren; Daniels Leon; Argar, Edward (Cllr); Aiken, Nicola (Cllr)
Subject: RE: [REDACTED] LONDON W1J 5LF (completed)

Dear Martin,

Siwan and I will be happy to attend on behalf of TfL. In the meantime we will look into your suggestions

Kind regards
Helen

From: Low, Martin [\[mailto:\[REDACTED\]\]](mailto:[REDACTED])
Sent: 20 March 2014 01:52
To: Sutton, Sara; Hayward Siwan; Chapman Helen (TPH); Steve Wright (Chairman Licensed Private Hire Car Association); Bob Oddy; Richard Massett; Steve McNamara (General Secretary Licensed Taxi Drivers' Association); Grant Davis (Chairman London Cab Drivers Club); Jim Kelly; Peter Bond (Unite) (Unite)
Cc: Low, Martin; Sanjay Samatrai; Poston, Bob; Brennan, Hugh; Montague, Darren; Daniels Leon; Argar, Edward (Cllr); Aiken, Nicola (Cllr)
Subject: Re: [REDACTED] LONDON W1J 5LF (completed)

The City Council and TfL are receiving complaints from some residents and licensed taxi drivers that private chauffeurs and licensed private hire vehicles are regularly dwelling in parts of the West End and do so by parking on yellow lines, in residents' parking places and in pay by phone parking bays without payment

Deploying civil enforcement officers only works if they stay by the kerbside and is an expensive deterrent, which is not sustainable and as soon as they appear on-street to enforce parking controls, the drivers generally move on and return a short while later or re-locate elsewhere. The cat and mouse game is weighed heavily in favour of the drivers contravening the parking controls as they generally remain in their vehicles and can move on before a civil enforcement officer has sufficient time to issue a penalty charge notice.

CCTV cameras might be the answer, but the public sees them as a sneaky way of enforcing parking controls and they may well soon be banned as a type of parking enforcement by Government.

Steve Wright has advised me that TfL issues private hire vehicle licences for any vehicle presented to TfL as long as the vehicle is taxed and insured and roadworthy. This might help drivers who are touting as the public reasonably assume that they are getting into a vehicle that is being driven by a licensed private hire driver controlled by a private hire licensed operator.

I therefore want a round table discussion with all of you to explore a new approach, which uses failure to comply with parking controls, which brings the private hire industry into disrepute, as a grounds for suspending the private hire licence to a driver, assuming that he or she has one!

Martin
Martin Low
City Commissioner of Transportation
Built Environment
Westminster City Council
11th Floor North West
City Hall
64 Victoria Street
London SW1E 6QP
Tel: [REDACTED]
Mobile: [REDACTED]
Email: [REDACTED] [mailto:\[REDACTED\]](mailto:[REDACTED])

On 18 Mar 2014, at 17:56, "Sutton, Sara" <[\[REDACTED\]](mailto:[REDACTED])> wrote:
Martin

Pls read the email chain below, I think Mr [REDACTED] has hit on some specifics of the issues we are facing with PH across the City

As per my suggest to Nickie, I think we need a joint meeting with TfL and relevant others to discuss how best to manage such issues now and going forward

Can you pls suggest an appropriate attendee list? I will then set something up

Thanks
Sara

From: Sutton, Sara
Sent: 18 March 2014 17:50
To: Aiken, Nicola (Cllr)
Cc: McBride, Joseph
Subject: RE: [REDACTED] LONDON W1J 5LF (completed)

Yes we do need to - it is certainly becoming a bit of hot potato! Martin, TfL and Parking are have actively carried out a number joint operations across the City in a effort to address and we have seen some good results – this has focused on PHV who ply for fares also

There are some very pertinent points within the below that warrant further consideration I will look to set up a meeting with Martin, TfL and relevant others to see how best to manage

Of course CCTV is not the answer, they would simply move out of the cameras area and managing it would require nothing short of a ring of steel! However, with our new technology later in the year there will certainly be ways in which we can capture better data and use it to tackle issues i e vehicle logs showing persistent abusers who we can withdraw the 'move on' courtesy from as an example or having the data to go direct to the PH companies who often aren't always aware of their Drivers behaviours and the reputational impact

Consider the wider on the radar and in the meantime we will add the location to our Special Enforcement list

Rgds
Sara

From: NICKIE AIKEN [mailto:[REDACTED]]
Sent: 18 March 2014 17:28
To: Sutton, Sara
Cc: McBride, Joseph
Subject: Fw: [REDACTED] LONDON W1J 5LF (completed)

Is this something we can look into?
Ta

Cllr Nickie Aiken
Warwick Ward Councillor
Cabinet Member for Community Protection, Premises & Parking
Westminster City Council

Subject: [REDACTED] LONDON W1J 5LF (completed)
From: [REDACTED] [mailto:[REDACTED]]

Thank you very much for popping by with your colleague on Tuesday evening

As discussed on our doorstep, my wife and I are extremelly frustrated by the amount of illegally parked Private Hire Vehicles (PHV) in our residents parking bay

You will note from my email address that I have an interest in the licensed taxi trade, so I am not going to simply provide a biased partisan view, preferring to take a balanced approach

Since licensing of minicabs, now respectfully categorised as PHV by TfL, there has been an explosion in their numbers to approximately 65,000; licensing is unlimited under EU law and parking issues are going to escalate further if something isn't considered by Westminster forthwith Since licensing of PHV, the licensed taxis trade (Black cabs) numbers have remained static at 25,000, mainly due to higher barrier to entry

You will be aware that the main distinction between PHV and Black cabs, is that Black cabs are the only vehicle that can "legally" 'ply for hire' on London's streets; meaning that the Black cab drivers mainly drive around looking for customers When they do stop, they mainly do this on designated taxi ranks, although from time-to-time, I have asked Black cab drivers to move off our residents bay

PHV's fares are set by their owners (rather than TfL) and the diver is dispatched work from a designated base or satellite office There are a number of good PHV operators and the one most Londoners are familiar with is Addison Lee

Due to technological advancements, mainly Applications through smartphones, PHV has become almost instant 'hail' when historically the vehicle was pre-booked and dispatched from base - taking a longer time to pick up the passenger Due to the technological advance, PHV drivers now prefer to loiter, as it gives them a much better chance of being the driver who receives the work (effectively being the nearest vehicle to the work); this is becoming a serious issue for Westminster residents

I can totally understand why PHV drivers prefer to loiter around Berkeley Square, as there are a number of businesses such as hedge funds, restaurants, bars and nightclubs but my understanding of the issue doesn't condone what they do They are illegally parked in an effort to gain a competitive edge over their competitors, which includes their colleagues and this cannot be allowed to continue unchallenged

The inconvenience to residents, who pay for the bays, is at times intolerable It is further regrettable that the vehicles are idling, especially in the winter, adding harmful emissions that the Mayor is working so hard to reduce

We have Parking Attendants who patrol 24 hours but they really are powerless to stop these drivers, who simply 'bay hop' 100m at a time, until the Parking Attendant has moved on

One idea to eradicate the problem would be CCTV parking enforcement cameras If these operated in the whole of Mayfair, the Council would recoup their entire investment from these autonomous cameras in no time whatsoever

I really do hope that you will be able to investigate this issue and I look forward to hearing back from you in due course

Yours sincerely,

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From: [Isabel Dedring](#)
To: [Skelley Dana \(ST\)](#)
Cc: [Taylor Lisa](#); [Emmerson Garrett](#); [Daniels Leon](#); [Tim Steer](#); [Podwiazka Darek \(ST\)](#)
Subject: Fw: A2 Issue
Date: 07 March 2014 14:50:09
Attachments: [A2 East Rochester Way Access Ways.pdf](#)
[A2 Alignment 1956 - 1964.xlsx](#)
Importance: High

Dana

Here's an interesting one for you!

I was down in Bexley recently for one of our regular borough leader visits. As part of that we were taken to see this issue (attachments and email below hopefully help indicate)

In effect, when the A2 was built, TFL's predecessor organisations committed to building/paving back roads for all those homes that lost their access to the A2 from the front. About 2/3 by distance was done, but they ran out of money and the remaining 1/3 is unpaved. This means 100s of homes with road access by dirt roads, whose condition is unsurprisingly getting worse over time.

The ask from the council and residents is whether we will honour the original commitment to pave these roads.

No need to come back to me over email, but could you have a look at this issue and maybe you could join the next Surface 121 and we could discuss your considered view.

Hope all well in any case and have a good weekend

Isabel

From: Green, Dave [mailto: [REDACTED]]
Sent: Friday, March 07, 2014 02:26 PM
To: Isabel Dedring
Cc: Councillor O'Neill, Teresa - Leader of the Council < [REDACTED] > Councillor
Bacon, Gareth < [REDACTED] > Frizoni, Mike < [REDACTED] >
Threadgold, Nigel < [REDACTED] > Woodhead, Ken
< [REDACTED] > Burton, Brian < [REDACTED] >
Subject: A2 Issue

Dear Isabel Dedring,

Councillor Bacon asked if I could reply to you direct in response to your email to the Leader dated 28 February. I apologise for the delay as it has taken some time to talk to colleagues and get the information requested.

I attach a plan (A2 East Rochester Way Access Ways) which show the alleys that are the cause of concern to residents as a consequence of them having no direct vehicular access from the A2 at the front of the properties. There are approximately 153

properties to the north and 118 properties to the south of the A2 that suffer from restricted access problems. The total length of alleys are approximately 1.4 km to the north of the A2 and 0.7 km to the south. It would appear that the A2 in its current form was built around 40 years ago (by the Greater London Council). Bexley Legal Services have checked the original Compulsory Purchase Orders and Side Road Orders needed for the scheme and while there is mention of changes needed to parts of Sutherland Avenue and Hook Lane there is no mention of these alleys.

I also attach a map showing the original A2 as it was in 1964. I am sorry for its quality which is slightly better when printed at A3 size. However it would seem that wide unmade verges existed between the single carriageway and house boundaries. It is unclear what the vehicular access arrangements were in those days. Traffic would have been much lighter and so it is possible that properties may have had vehicular access at that time direct on to the A2.

I attach the following photos

Nos 73 and 74 are taking from the A2 showing the situation at the front of the properties.

Nos 35 and 80 are the alleys to the north of the A2.

Nos 68 and 92 are the alleys to the south of the A2.

The alleys are private and the landowners would likely be registered to the properties who have a frontage to the alley. The properties would have private access rights. Currently it would be the landowners who are responsible for the upkeep and maintenance of the alleys. I would need to carry out a land search to establish ownership.

The estimated cost of bringing the condition of the roads to a reasonable standard is £1.1m for the north and £0.65m to the south. The standard of construction would not be to the standard that the Council as Highway Authority would expect if it was considering adopting as highway maintainable at the public expense. Also asphaltting the surface is likely to encourage people to use these alleys for riding motor bikes at speed and so some speed reducing features need to be considered.

The future maintenance obligations is a tricky one. As the roads are not being built to an adoptable standard it is unlikely that the Council would want to establish these roads as highway. The reason for this is not only of the maintenance obligations but the safety issues as well. The Council would be obliged to carry out safety inspections and keep them in a safe condition. Some of the property owners may agree to maintaining the private alley to the improved condition but I am sure not everyone will agree to this. The maintenance issue is therefore something for further consideration.

I hope this covers all the points you have raised. If not or if you have further points to raise then please contact me.

Kind regards

Dave Green BSc (Hons) CEng MICE
Head of Engineering Services
London Borough of Bexley



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To: [Steve Wrelton](#); [Sarah Gasson](#); [Emmerson Garrett](#); [Ross Stuart](#)
Subject: Fw: April Badge Front Page.pdf
Date: 07 April 2014 09:40:49
Attachments: [April Badge Front Page.pdf](#)
[ATT00001.txt](#)

Fyi taxi protest for info for grid

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Subject: April Badge Front Page pdf

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Taylor Lisa](#)
Cc: [Daniels Leon](#)
Subject: Fw: Cycling Listening Group
Date: 03 February 2014 19:46:02
Attachments: [Cycling Listening Group Jan 13.doc](#)

Lisa can we make sure we get back to him asap and certainly before Wed Board meeting given that he will be there

Thanks

From: Roger Burnley [mailto: [REDACTED]]
Sent: Thursday, January 30, 2014 04:25 PM
To: xxxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: xxxxxxxxxxxx@xxx.xxx.xx; Caroline Taylor [REDACTED] Isabel Dedring
Subject: Cycling Listening Group

Hi Garrett,

A couple of weeks ago I held a listening group at our Sainsbury's head office in Holborn, with a big group of our large cycle-to-work contingent of colleagues, to get their views and thoughts on how it all feels from their end of the telescope, and what Sainsbury's as an employer, as well as TfL, could do to help their commuting experience. Key take-outs are below: I'm sure there isn't much new news here for you, but it does strike me that TfL engaging with the big Central London employers both as a communication route and to engender a shared sense of responsibility, is worth thinking about.

Well done on all you're doing, including recent media appearances!

Best Wishes,

Roger

Roger Burnley

Managing Director General Merchandise, Clothing & Logistics
Sainsbury's Supermarkets Ltd
33 Holborn
London
EC1N 2HT

[REDACTED]

From: Caroline Taylor
Sent: 24 January 2014 17:09
To: Edward Welham; Stuart Baker; Mark Blackman; Katherine Brasier; Cammil Taank; Carl Britton; Cindy Cheuk
Cc: Imran Aboo; Don Hammond; Andrew Atherton; Alex Hollingsworth; Tiago Almeida; Emillie James; Simon Driscoll; Andy Bates; Mandip Nijor; Guy Bellamy; Emma Knott; Jonathan Hunt; Joanne Lawrance; Lee Symonds; Antony Neal; Dale Burrridge; Nick Sawyer; Jamieson Innes
Subject: Cycling Listening Group

Key Takeouts:

1. *Communicating to the commuter cyclist community through Central London businesses is a key untapped communications route.*
2. *Employers and TfL could join up to offer free “Cycling in London”/Cycling Proficiency training to help current and prospective cyclists alike.*
3. *While Cycling Superhighways are really welcomed, what would help tremendously is cyclist-specific directional signage, particularly at major junctions where even seasoned cyclists find themselves “swept along” onto lanes/routes/underpasses which are intimidating and potentially dangerous.*
4. *Scariest junctions are: Elephant & Castle; Marble Arch; Vauxhall Cross; Holborn Circus; Westminster Square; Shepherd’s Bush; all underpasses!*
5. *A method of highlighting serial “Aggressive or Unsympathetic to cyclists”- an equivalent of the “Well Driven?” campaign – would be really welcome and could allow worst offenders to be engaged by TfL. E.g. Addison Lee were universally raised!*
6. *There is full acknowledgement that an element of the cycling fraternity behave in an aggressive way which exacerbates tension- jumping red lights, leaning on vehicles, overtaking inappropriately, and that all road users abiding by the law and being held to account to do so is crucial.
Recent “spot” visible Police campaigns to enforce were very welcome indeed.*
7. *This includes pedestrians, unanimously seen as the most real and common hazard, especially when wearing earphones!*
8. *Shoddy road reinstatement makes surfaces more dangerous than “general” potholes and debris, and may be exacerbated by Lane Rental Pressures.*

Thank you again for your input.

Thanks,

Caroline Taylor | Exec Assistant to Roger Burnley
(Managing Director General Merchandise, Clothing & Logistics)
Sainsbury's Supermarkets Ltd | Draken Drive | Ansty Park | Ansty | Coventry | CV7 9RD

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Hendy Peter \(TfL\)](#); [Daniels Leon](#); [Taylor Lisa](#); [Elliot Treharne](#)
Subject: FW: FT - Buffett-backed BYD behind first all-electric London cab fleet
Date: 11 February 2014 09:43:28

?? – is this a cab we have approved? Or is it a minicab?

From: Hilary Merrett
Sent: 11 February 2014 08:56
To: Media Summaries
Subject: FT - Buffett-backed BYD behind first all-electric London cab fleet

Buffett-backed BYD behind first all-electric London cab fleet By Henry Foy in London



©Gatty

BYD E6 all-electric vehicle

Warren Buffett-backed Chinese carmaker [BYD](#) will launch London's first ever all-electric taxi fleet on Tuesday, pulling ahead of global rivals such as Nissan in the [race to roll out zero emission](#) cabs by 2018.

BYD's move into London transport comes ahead of a 2018 deadline set by Mayor Boris Johnson for all of the city's taxis to be zero-emission, which has sparked a battle between manufacturers to develop green vehicles.

The Chinese manufacturer, 9.9 per cent owned by Mr Buffett, will initially launch a fleet of 20 electric cars operated by Thriev, a taxi company, less than two months after supplying the first-ever fully-electric buses to the capital.

"Londoners are typically early adopters to new technology . . . and we are very happy to be first and beat the deadline by a few years. This is where the electric vehicle technology will shine," Isbrand Ho, managing director of BYD Europe told the Financial Times.

"Look at Boris, he rides a bike to work," said Mr Ho. "London is at the forefront of zero emission. It is doing the right thing."

[Nissan](#), the world's most successful electric car manufacturer, and the [London Taxi Company](#) (LTC), which builds the iconic 'black cab', are both developing fully-

electric models ahead of the 2018 deadline.

Mr Johnsons' office says taxis account for more than a third of all the exhaust emissions in the city, and the mayor's push for zero-emission cabs comes as part of a wider drive by the British government to make the country a [major market for electric vehicles](#).

BYD is also in talks with potential manufacturing partners to start building the electric e6 models in the UK, Mr Ho said, and is in advanced talks with other taxi companies to bring more of their electric vehicles to London.

FT Video Archive

[Chinese carmaker BYD struggles to deliver](#)



September 2011: Michael Dunne, president of Dunne & Company talks about BYD's troubles and why Warren Buffett is likely to keep his money in the Chinese carmaker.

For the past four decades, a consortium that became part of engineer Manganese Bronze and is now known as LTC manufactured the archetypal FX4 London cab, with its oversized front grille, long, high bonnet and roomy back seat.

But LTC, now owned by Chinese carmaker [Geely](#), finds its market-dominance under pressure from Mercedes-Benz's Vito vans, Nissan's entry into the market, and other, zero-emission vehicles from manufacturers such as Metrocab – part of the Frazer-Nash group of companies.

The BYD taxis, available to hire through a phone application similar to those used by companies such as Hailo and Uber, have a driving range of 186 miles and will use a network of battery chargers installed across London by [British Gas](#) to refuel. The company has fleets of electric taxis across China, and in Colombia and Hong Kong, and is in talks to launch a new fleet in Singapore, Mr Ho said.

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From: [Isabel Dedring](#)
To: [Tim Steer](#); [Dix Michèle](#); [Emmerson Garrett](#); [Turner Lucinda](#)
Subject: Fw: I'm seeking excellence in infrastructure...
Date: 30 April 2014 15:46:44

Surely we want to get some of our projects on here eg e+c or nine elms or...?

From: Infrastructure Intelligence [mailto:groups-noreply@linkedin.com]
Sent: Wednesday, April 30, 2014 03:43 PM
To: Isabel Dedring
Subject: I'm seeking excellence in infrastructure...



Groups



Popular discussions in:
Infrastructure Intelligence

[View all discussions](#)

I'm seeking excellence in infrastructure...



John Kjorstad
Global Services' Infrastructure Hub Leader at KPMG

KPMG will publish a new addition of the Infrastructure 100 in 2014. We are looking to celebrate excellence with another hundred projects that reflect the growing trends of infrastructure across...



It's great to see LUL looking to procure services directly with...
Stephen Gibson, Director of Innovative UK Civil Engineering Consultancy - Wilsham Consulting Ltd

[View Discussion](#)

Other discussions

Sustainable and affordable infrastructure - can we really have both? My weekly comment column is back at www.infrastructure-intelligence.com and available for discussion.



Antony Oliver
Editor of Infrastructure Intelligence

[1 new comment](#)

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[this.](#)

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: FW: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers
Date: 21 May 2014 18:02:03
Attachments: [Surface GLA BCH Cycling Liaison 220514 - AGENDA.pdf](#)
[Item 1a - BCH Offers and Discounts - 22 May 2014.pdf](#)
[Item 2 - Cycle Hire Transformation Presentation for 22 May 2014.pdf](#)
[Item 2 - Cycle Hire Transformation Options Summary for 22 May 2014.pdf](#)
[140508 BCH Liaison Meeting ACTIONS.pdf](#)

My levels of concern are now high.....! Pls reassure me...

Have tried to ring

-----Original Message-----

From: Hodges Caroline [REDACTED]
Sent: Wednesday, May 21, 2014 04:16 PM GMT Standard Time
To: Tim Steer; 'Isabel.Dedring@london.gov.uk'; 'Andrew.Gilligan@london.gov.uk'; Aldworth Nick; Mead James; MacSherry Pippa; Doig Patrick (ST); silkakennedy-todd@tfl.gov.uk; garrettemmerson@tfl.gov.uk; [REDACTED] Hudson Matthew (TFL); Fairholme Nick; [REDACTED] Jenna Oxley; [REDACTED] Brown Michael
Cc: Osborne Emma; Rogan Kerri; leondaniels@tfl.gov.uk; Taylor Lisa; [REDACTED] Green Jonathan (ST); Podwiazka Darek (ST)
Subject: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers

Dear all,

Please find attached and copied below the agenda for tomorrow's BCH Liaison Meeting at City Hall. Also attached, BCH Offers and Discounts paper (Item 1a) and paper and slide deck for Item 2: Re-let. No other papers are due to be forwarded.

Kind regards,

Caroline

Caroline Hodges | Surface Liaison | Managing Director's Office
Surface Transport | Surface Transport | Transport for London

Providing inspiration, strategic leadership and challenge to ensure the delivery of Surface Transport outcomes

Mail: Palestra 11R4, 197 Blackfriars Road, Southwark, London SE1 8NJ
Phone: [REDACTED] (auto [REDACTED])
Mobile: [REDACTED]
Email: [REDACTED]
Web: www.tfl.gov.uk

Name	Surface Transport/ Mayor's Office BCH / Liaison Meeting
Date	22 May 2014
Time	14:45 – 15:30
Venue	City Hall 8.7
Attendees	Isabel Dedring, Andrew Gilligan, Katherine McKinlay, Tim Steer (GLA). Garrett Emmerson, Silka Kennedy-Todd, Nick Aldworth, Pippa MacSherry, Jenna Oxley, Caroline Hodges, James Mead, Will Bradley, Nick Fairholme, Linda Egan,

Meeting Agenda

Time	Item No	Item Name	Lead
14:45	1	Pre-2016 a. Offers and Incentives – paper attached b. Pre-2016 Tariff Options Update - verbal	James Mead Nick Aldworth
14:55	2	Re-let a. Technical solutions and business case (work in progress) – paper and slide deck attached	Nick Aldworth/Nick Fairholme
15:25	3	Drivers of Dissatisfaction	Nick Aldworth
15:25	4	Marketing and Comms – standing agenda item (no papers)	Pippa MacSherry
15:30	5	Forward Plan	All
-	6	AOB	All

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: FW: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers
Date: 21 May 2014 18:08:36
Attachments: [Surface GLA BCH Cycling Liaison 220514 - AGENDA.pdf](#)
[Item 1a - BCH Offers and Discounts - 22 May 2014.pdf](#)
[Item 2 - Cycle Hire Transformation Presentation for 22 May 2014.pdf](#)
[Item 2 - Cycle Hire Transformation Options Summary for 22 May 2014.pdf](#)
[140508 BCH Liaison Meeting ACTIONS.pdf](#)

Ok i get it you dont want to talk :)

Can we catch up quickly tomorrow on this before the bch mtg thx

-----Original Message-----

From: Hodges Caroline [REDACTED]
Sent: Wednesday, May 21, 2014 04:16 PM GMT Standard Time
To: Tim Steer; 'Isabel.Dedring@london.gov.uk'; 'Andrew.Gilligan@london.gov.uk'; Aldworth Nick; Mead James; MacSherry Pippa; Doig Patrick (ST); silkakennedy-todd@tfl.gov.uk; garrettemmerson@tfl.gov.uk; [REDACTED] Hudson Matthew (TFL); Fairholme Nick; [REDACTED] Jenna Oxley; [REDACTED] Brown Michael
Cc: Osborne Emma; Rogan Kerri; leondaniels@tfl.gov.uk; Taylor Lisa; [REDACTED] Green Jonathan (ST); Podwiazka Darek (ST)
Subject: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers

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Kind regards,

Caroline

Caroline Hodges | Surface Liaison | Managing Director's Office
Surface Transport | Surface Transport | Transport for London

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Phone: [REDACTED] (auto [REDACTED])
Mobile: [REDACTED]
Email: [REDACTED]
Web: www.tfl.gov.uk

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15:30	5	Forward Plan	All
-	6	AOB	All

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Taylor Lisa](#)
Subject: Fw: TFL and Welling
Date: 29 April 2014 18:34:07

Attachments

From: Councillor Bacon, Gareth [mailto: [REDACTED]]
Sent: Tuesday, April 29, 2014 11:28 AM
To: Isabel Dedring
Subject: TFL and Welling

Dear Isabel,

It was good to speak to you this morning, thank you for your time.

As discussed, we have an issue with some work that TFL carried out in conjunction with Bexley Council in Welling, within our borough. The wider scheme included wholesale road and footway resurfacing, with new and improved signalling and better junction alignment.

This work was delayed considerably beyond the published timetable for a variety of reasons (included a good number of revisions made to the scheme at the insistence of TFL engineers.) The weather in the early months of 2014 also contributed heavily to the delay in the work programme and the cumulative impact of the delays led to a good deal of local criticism, most of which was targeted (inaccurately) at the Council.

However, the work is now completed, the junction has re-opened and the traffic flow is considerably smoother than before, so the delay to the work programme is not the primary cause for my contacting you.

The reason for the contact is contained in the two photographs I have attached. These are two signal boxes that were installed as part of the recently completed work. They were initially supposed to be located comparatively unobtrusively next to a wall on the other side of the road. However, quite late in the process they were installed in their present location, at the insistence of TFL engineers, who presented the decision to put them there more or less as a fait accompli to a junior Bexley Council officer and with no consultation offered to anyone in either a senior officer or senior political capacity.

The location is right in the middle of some public realm improvement work the Council had recently spent a considerable sum of money on, in order to effectively mark the gateway to the town centre. The intrusive presence of these black boxes has completely destroyed the impact of the public realm work in that location, and has led to considerable anger from both local residents and local Councillors, who are entirely united in their condemnation of the imposition of what they consider to be a total eyesore. Various Members have made disparaging remarks about the level of care that went into TFL's planning for this work and have accused them of not giving a second thought to the people of the borough in making their decision to site these cabinets in such a prominent location.



Cllr Linda Bailey (Bexley's Cabinet Member for Regeneration) and I, along with various Council officers, are due to be meeting with Julie Clark and Thomas Tompkin from TFL at the Bexley Civic Offices on Friday 2nd May at 11.00 am. The purpose of the meeting is

to relay our Members' discontent with the current state of affairs, and to press TFL as to what they propose to do to rectify the situation. My understanding is that conversations at officer level have so far been wholly unproductive, with TFL focussing on the cost that would be involved in re-siting the cabinets. Whilst it is understood that there may well be considerable expense involved, it is the position of Bexley Members that the present situation has been caused by inadequate planning and communication on the part of TFL, and that TFL need to produce a workable solution as soon as possible.

As discussed when we spoke this morning, anything you can do to expedite matters would be gratefully received.

Best regards,
Gareth

Cllr Gareth Bacon AM
Longlands Ward
Cabinet Member for the Environment and Public Realm
London Borough of Bexley

	We're moving! Find out more about the moves involving Council staff during May, June and July here	
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From: Isabel Dedring
To: Emmerson Garrett; Kennedy-Todd Silka
Subject: Fw: Thank you
Date: 17 January 2014 10:15:44

Elite team! :)

----- Original Message -----

From: [redacted] [mailto:[redacted]]
Sent: Friday, January 17, 2014 10:12 AM
To: Isabel Dedring
Cc: [redacted] s <[redacted]> [redacted] (ST)
[redacted]
[redacted]
Subject: RE: Thank you

Dear Isabel,

It was a great pleasure to be with London's Mayor, yourself your staff, and TFL's elite team on this occasion
We are looking forward to being in London with our zero emission vehicles

Regards, and thanks on behalf of all the Karsan and Hexagon team

[redacted]

-----Original Message-----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: Thursday, January 16, 2014 8:23 PM
To: [redacted]
Cc: garrettemmerson@tfl.gov.uk; silkakennedy-todd@tfl.gov.uk
Subject: Thank you

Hello all

I just wanted to say thank you very much for all the effort you'd clearly put in to the event today Our press team said they had not seen such a level of media interest since the Olympics!

The Mayor was very impressed and asked me to pass on his thanks Apologies, I only had a few email addresses to hand so do pass on thanks to the others in your team

Look forward to continuing to work with you to deliver a world-class suite of green taxis for London

Best

Isabel

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Taylor Lisa](#)
Cc: [Nick Waterman](#); [Tim Steer](#); [Anita Chen](#)
Subject: FW: Uber / UK
Date: 14 January 2014 09:54:43

Garrett

Background for an email I am about to send you

Thanks

Isabel

-----Original Message-----

From: Kit Malthouse [REDACTED]
Sent: Tuesday, January 14, 2014 09:45 AM GMT Standard Time
To: Isabel Dedring
Subject: Re: Uber / UK

Yes go direct.

Kit

Kit Malthouse

On 14 Jan 2014, at 09:26, Isabel Dedring <Isabel.Dedring@london.gov.uk> wrote:

Sorry not to come back earlier but just to let you know we do know about them - it's not totally straightforward bc of the taxi regs but I am sure we can sort

Shall I go back to Daniel direct?

Isabel

-----Original Message-----

From: Kit Malthouse [REDACTED]
Sent: Saturday, January 04, 2014 12:30 PM GMT Standard Time
To: Isabel Dedring
Subject: Fwd: Uber / UK

Plea from Number 10. Suspect the issue might be more complex than it seems but can we chat next week? Better for us to sort than dft

Thanks.

Kit

Kit

Kit Malthouse

Begin forwarded message:

From: Daniel Korsi <[REDACTED]>
Date: 3 January 2014 18:32:36 GMT-5
To: "[REDACTED] <dft.gsi.gov.uk>" <dft.gsi.gov.uk>,
"[REDACTED] <[REDACTED]>" <[REDACTED]>
Cc: Tim Luke <[REDACTED]>
Subject: Fw: Uber / UK

Dear Julian and Kit

First off, happy new year. Hope you had a good one.

Could I ask you to take a look at a problem Uber seems to be facing with TfL. We are about to make a big pitch in No 10 to make the UK a world leader in the 'sharing economy'. And it would be a real shame if we let incumbents in various markets, outdated rules or old-fashioned thinking block our effort to attract key firms to the UK and encourage homegrown companies. Not to say a bit embarrassing given our late Jan sharing economy event in No 10.

So I'd be really grateful if you could look into Uber's case and see what we might do.

Thanks

Daniel

From: [REDACTED]@fco.gsi.gov.uk [REDACTED]@fco.gsi.gov.uk]
Sent: Friday, January 03, 2014 10:52 PM
To: Daniel Korski
Cc: [REDACTED]@fco.gsi.gov.uk <[REDACTED]@fco.gsi.gov.uk>
Subject: Uber / UK

Dear Dan,

Priya Guha has recommended I reach out to you for some advice regarding a fdi project I am working on – Uber.

You can see the email below from Corey Owens (Head of Global Public Policy at Uber) that they have been contacted by TfL and been threatened to have their license to operate in London revoked. Specifically, they've asserted that the iPhone is a taximeter, and non-taxi services can't use a taximeter.

Corey is flying to London this week to meet with TfL's COO but has told us they have been told repeatedly by TfL compliance staff that 1) the pressure is coming from "the trades" and 2) that these decisions are being made at TfL "above their pay grade."

Do you have any advice on how we might help or someone they can speak to about this within the Department for Transport, Number 10 or anyone else of relevance?


Many thanks and Happy New Year

Samantha

Visit Us Online: www.ukti.gov.uk/ <http://twitter.com/SamFranUKinCA> | Find out what makes Britain GREAT on [Facebook](#) and [Twitter](#).

<image001.jpg>

<image002.jpg>

From: Corey Owens [<mailto:> 
Sent: 03 January 2014 03:56
To: Priya Guha * (Restricted)
Cc: Samantha Evans (Restricted); Adrienne Keane (Restricted)
Subject: Re: Uber / UK [UNCLASSIFIED]

Priya, I think we're still nailing down a time for February to meet in person, but want to put something on your radar - TfL has threatened to revoke our license to operate in London. Specifically, they've asserted that the iPhone is a taximeter, and non-taxi services can't use a taximeter. If ever old law could be said to stand in the way of modern technology...

I'm flying to London this weekend to take a bunch of meeting with the London Assembly and TfL, but it looks like the productive meeting with the Law Commission was just a brief pause in our UK troubles.

Corey Owens

Uber Technologies



>
>

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From: [Isabel Dedring](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Subject: In margins of Surface 121 tmrw
Date: 26 March 2014 15:10:21

Guys

Can we discuss road safety and BCH in margins tomorrow (ie just the 3 of us)

Many thanks

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From: [Isabel Dedring](#)
To: [Osborne Emma](#); [Podwiazka Darek \(ST\)](#)
Cc: [Tim Steer](#); [William Bradley](#); "xxxxxx.xxxxxxx@xxxxxxxxxx.xx.xx" [Emmerson Garrett](#)
Subject: Next BCH catchup
Date: 02 May 2014 10:58:23

I would like to see some detailed figures on how we are doing on availability pre and post the new targets that were agreed with Serco last summer

Can we do that for next thurs? I am sure you have it and track it so presume it's just a matter of tabling it...

Thanks

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From: [Isabel Dedring](#)
To: [Rogan Kerri](#)
Cc: [Carter Howard](#); [Tim Steer](#); [Emmerson Garrett](#)
Subject: PGH 121
Date: 25 February 2014 17:12:25

Kerri

Can we put

Minicab apps - update

On the PGH121 for week commencing 10 march

Howard shd attend

Thanks

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From: [Emmerson Garrett](#)
To: ["xxxxxx.xxxxxx@xxxxxx.xxx.xx"](#)
Cc: [Kennedy-Todd Silka](#)
Subject: Re: 16 January MM papers - FOR REVIEW
Date: 13 January 2014 19:48:58
Attachments: [image001.png](#)

Ok too!

Garrett

From: Isabel Dedring [mailto:[xxxxxx.xxxxxx@xxxxxx.xxx.xx](#)]
Sent: Monday, January 13, 2014 07:12 PM
To: Wiseman Claire (ST); Tim Steer <[\[REDACTED\]](#)>
Cc: Anita Chen <[\[REDACTED\]](#)> Rogan Kerri; Emmerson Garrett
Subject: Re: 16 January MM papers - FOR REVIEW

I have sent some comments to garrett direct which no doubt he will reflect

Can i see revised version of that before it gets sent out

Garrett, one further thought - we should also have a page showing key milestones in next few years ie new sponsor search start/end, new operating contract start/end, any other key milestones

From: Wiseman Claire (ST) [mailto:[\[REDACTED\]](#)]
Sent: Monday, January 13, 2014 05:46 PM
To: Isabel Dedring; Tim Steer
Cc: Anita Chen; Rogan Kerri <[\[REDACTED\]](#)>
Subject: 16 January MM papers - FOR REVIEW

Hi Isabel,

Please find attached the draft paper for the 16 January Mayor's meeting.

Ref	Item	
1	Barclays Cycle Hire Update	Leon Daniels
2	Fit for the Future – verbal update	Mike Brown
3	AOB	All

I would be grateful if you could let me have your comments.

Kind Regards,

Claire

Claire Wiseman
Acting Corporate Affairs Manager
Customer Experience, Marketing & Communications
Transport for London
Windsor House (11th floor)
42-50 Victoria Street
London SW1H 0TL
Tel: [REDACTED] [Internal]
Email: [REDACTED]



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From: [Isabel Dedring](#)
To: [Daniels Leon](#)
Cc: [Emmerson Garrett](#); [Podwiazka Darek \(ST\)](#); [Tim Steer](#)
Subject: RE: 10012014_Background for stakeholders
Date: 13 January 2014 16:22:52

Lets discuss at the surface 121

Isabel

-----Original Message-----

From: Daniels Leon [xxxxxxxxxxxx@xxx.xxx.xx]
Sent: Monday, January 13, 2014 11:42 AM GMT Standard Time
To: Isabel Dedring
Cc: xxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: 10012014_Background for stakeholders

Isabel

Left you a message on Friday.

Just to let you know that we are announcing internally to staff that, having reviewed Taxi and Private Hire last year, we are moving on now to Social Needs Transport which includes Dial a Ride, Taxicard, etc.

We have procured an independent specialist organisation 'Transport for Communities' to research and produce a report for May.

In order for them to work effectively there comes a time when they have to look inside the organisation and the staff are being advised today of that review.

I mention this because there is a possibility that somewhere between the staff and the users knowledge of this review might become known in the wider world and this brings with it a risk of media coverage. Our response, of course, is simply that in order to deal with growing and changing demand we must continue to ensure that what we are doing is efficient and fit for purpose. The current work is designed to help us review this and absolutely no decisions have been made.

I would plan to notify Val and Caroline tomorrow as well so they are aware.

Leon

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Kennedy-Todd Silka](#); [Andrew Gilligan](#); [Erica Walker](#); [Katherine McKinlay](#); [Tim Steer](#); [Aldworth Nick](#); [MacSherry Pippa](#); [Oxley Jenna](#)
Cc: [Osborne Emma](#); [Craig Graeme](#); [Verma Shashi](#)
Subject: RE: Agenda and documents for BCH liaison meeting, Thursday 10 April
Date: 09 April 2014 19:41:04

The purpose of my email was to ensure that that information was tabled at the meeting tomorrow. I guess that wasn't clear. Never mind we will go through what we have tomorrow and I am sure we will have a useful discussion. Thanks all for preparing the materials.

-----Original Message-----

From: Emmerson Garrett [[xxxxxxxxxxxxxxxxx@xxx.xxx.xx](#)]
Sent: Wednesday, April 09, 2014 06:15 PM GMT Standard Time
To: Isabel Dedring; xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx; Andrew Gilligan; Erica Walker; Katherine McKinlay; Tim Steer; Aldworth Nick; MacSherry Pippa; Oxley Jenna
Cc: Osborne Emma; Craig Graeme; xxxxxxxxxxxx@xxx.xxx.xx
Subject: Re: Agenda and documents for BCH liaison meeting, Thursday 10 April

Hi Isabel

I'm a little confused!...this agenda which was discussed with me this afternoon, has been built directly around the items in your mail. However, to my knowledge, there was no suggestion of a paper as such. There is however a slide deck to follow (which I've asked for some amendments to this afternoon). This will provide further information around a number of the points for discussion.

Garrett

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Wednesday, April 09, 2014 05:56 PM
To: Kennedy-Todd Silka; Andrew Gilligan <xxxxxx.xxxxxxx@xxxxxx.xxx.xx>; Erica Walker <[REDACTED]@xxxxxx.xxx.xx>; Katherine McKinlay <[REDACTED]@xxxxxx.xxx.xx>; Tim Steer <[REDACTED]@xxxxxx.xxx.xx>; Emmerson Garrett; Aldworth Nick; MacSherry Pippa; Oxley Jenna
Cc: Osborne Emma; Craig Graeme; Verma Shashi
Subject: RE: Agenda and documents for BCH liaison meeting, Thursday 10 April

Sorry silka apols if i have missed something where is the paper responding to my questions in my email?

-----Original Message-----

From: Kennedy-Todd Silka [[xxxxxxxxxxxxxxxxx@xxx.xxx.xx](#)]
Sent: Wednesday, April 09, 2014 05:35 PM GMT Standard Time
To: Isabel Dedring; Andrew Gilligan; Erica Walker; Katherine McKinlay; Tim Steer; xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx; Aldworth Nick; MacSherry Pippa; Oxley Jenna
Cc: Osborne Emma; Craig Graeme; xxxxxxxxxxxx@xxx.xxx.xx
Subject: Agenda and documents for BCH liaison meeting, Thursday 10 April

All

Attached and below are the agenda for tomorrow's meeting, and attached are two documents Nick Aldworth will be talking through. I will assume you will print these documents but will bring along a couple of spare copies.

Note that Shashi Verma is on leave and we're not discussing anything of particular relevance to Graeme Craig in this week's meeting as a result, so they won't be attending.

We are proposing an agenda based on Isabel's email from Monday, as well as the couple Kat has sent across either side of that. We propose having the Transformation Project based meeting that was noted in the actions from the 27th in two weeks time. Suggested agenda is:

Name	Surface Transport/ Mayor's Office BCH / Liaison Meeting
Date	10 April 2014
Time	14:00 – 15:00
Venue	City Hall 8.7
Attendees	Isabel Dedring, Andrew Gilligan, Erica Walker, Katherine McKinlay, Tim Steer (GLA). Garrett Emmerson, Silka Kennedy-Todd, Nick Aldworth, Pippa MacSherry, Jenna Oxley
Apologies	Emma Osborne, James Mead

Meeting Agenda

Time	Item No	Item Name	Lead
14:00	1	<p>Ten point plan (this covers most of 2014-17)</p> <ul style="list-style-type: none"> a. QEOP expansion: Please see attached note for discussion (note that this is currently undergoing internal review) b. Expansion to the parks: Please see attached note for discussion (note that this is currently undergoing internal review) c. Oozing narrative and funding: (Garrett) d. Other 10 point plan items/questions: Nick / Pippa 	<p>NA</p> <p>NA</p> <p>GE</p> <p>NA / PM</p>
14:20	2	<p>Commercial strategy</p> <ul style="list-style-type: none"> a. Initial forward projections (Usage, Subsidy and Customer Satisfaction (Nick) b. Market opportunities, segmentation and next steps (Nick) c. Pricing Strategy to 2017 and beyond (discussion) 	All
		Transformation – post 2017	

14:35	3	a. Timeline including briefings and Board approvals b. High level direction (Nick) c. Agree discussion for two weeks time (Discussion)	NA NA All
15:45	4	TfL responsibilities	GE
15.50	5	Update on leisure routes	PM
For Information/ Noting			
-	-	-	-
AOB			
15.55	-	-	-

Regards
Silka

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London | 11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail: xxxxxxxxxxxxxxxxxx@xxx.xxx.xx



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From: [Emmerson Garrett](#)
To: ["xxxxxx.xxxxxx@xxxxxx.xxx.xx"](#)
Subject: Re: ATM strategy
Date: 23 April 2014 18:46:57

Hi Isabel...yes of course - presumably on the back of the Mayor's comments on traffic congestion the other day?

G

----- Original Message -----

From: Isabel Dedring [<mailto:xxxxxx.xxxxxx@xxxxxx.xxx.xx>]
Sent: Wednesday, April 23, 2014 06:27 PM
To: Emmerson Garrett
Subject: ATM strategy

Hi G

Can we discuss the above privately in margins of the cycling meetings tomorrow afternoon?

Thanks

I

Got something to say about London's biggest issues? Share your thoughts and opinions with the Talk London community: <http://www.talklondon.london.gov.uk>

Sign up for a monthly Mail from the Mayor for the best of London delivered to your inbox.
<http://www.talk.london.gov.uk/mayor>

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From: [Isabel Dedring](#)
To: [Plowden Ben](#); [Anita Chen](#); [Emmerson Garrett](#)
Cc: [Bennett Victoria \(ST\)](#); [Lock-wah-hoon Colette \(ST\)](#)
Subject: Re: Autolib visit - Paris
Date: 11 February 2014 17:41:41

You can both come! Would be great.

From: Plowden Ben [mailto: [REDACTED]]
Sent: Tuesday, February 11, 2014 05:40 PM
To: Anita Chen; Isabel Dedring; xxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: Bennett Victoria (ST) < [REDACTED] > Lock-wah-hoon Colette (ST) < [REDACTED] >
Subject: RE: Autolib visit - Paris

Anita

Great thanks. Garrett and I will arm-wrestle for the place on the delegation.

Regards,

Ben

From: Anita Chen [mailto: [REDACTED]]
Sent: 11 February 2014 17:04
To: Plowden Ben; Isabel Dedring; Emmerson Garrett
Cc: Bennett Victoria (ST); Lock-wah-hoon Colette (ST)
Subject: RE: Autolib visit - Paris

Ben/Garrett

It is indeed 14 March. I forwarded your PA's train times and costs etc earlier. Once we agreed who's going, we will sort out the logistics.

Kind regards

Anita

From: Plowden Ben [mailto: [REDACTED]]
Sent: 11 February 2014 16:59
To: Isabel Dedring; xxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: Anita Chen
Subject: RE: Autolib visit - Paris

Isabel

I'd be really keen/interested to attend, given all the interest in Car2go etc. I can make 14 March – if it is 14 March!

Regards,

Ben

From: Isabel Dedring [<mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx>]
Sent: 11 February 2014 16:07
To: Emmerson Garrett; Plowden Ben
Cc: Anita Chen
Subject: Autolib visit - Paris
Importance: High

Garrett, Ben

When the Mayor met the Mayor of Paris recently, they agreed that I should come to Paris to do a 'fact finding' mission re Autolib and be shown how it operates etc. This is being scheduled for a day in March, I believe.

They are keen for someone senior from TFL to come along as well obviously, and I was wondering if either of you would be able to join?

Let me know – I believe it's Friday March 14th.

Best

Isabel

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From: [Isabel Dedring](#)
To: [Anita Chen](#); [Emmerson Garrett](#); [Plowden Ben](#)
Cc: [Bennett Victoria \(ST\)](#); [Lock-wah-hoon Colette \(ST\)](#)
Subject: RE: Autolib visit - Paris
Date: 24 February 2014 17:07:36

Garrett, Ben - what is the story, kiddos? Need to know!

Isabel

-----Original Message-----

From: Anita Chen
Sent: Monday, February 24, 2014 05:04 PM GMT Standard Time
To: garrettemmerson@tfl.gov.uk; 'Plowden Ben'
Cc: Isabel Dedring; Bennett Victoria (ST) ([REDACTED]); Lock-wah-hoon Colette (ST) ([REDACTED])
Subject: RE: Autolib visit - Paris

Hi Garrett/Ben

We've been chased on a daily basis. Would you please give us an update on what you decide on the delegates from Surface?

Thanks

Kind regards
Anita

From: Isabel Dedring
Sent: 11 February 2014 16:07
To: garrettemmerson@tfl.gov.uk; 'Plowden Ben'
Cc: Anita Chen
Subject: Autolib visit - Paris
Importance: High

Garrett, Ben

When the Mayor met the Mayor of Paris recently, they agreed that I should come to Paris to do a 'fact finding' mission re Autolib and be shown how it operates etc. This is being scheduled for a day in March, I believe.

They are keen for someone senior from TFL to come along as well obviously, and I was wondering if either of you would be able to join?

Let me know – I believe it's Friday March 14th.

Best

Isabel

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From: [Quearney Carol \(ST\)](#) on behalf of [Emmerson Garrett](#)
To: ["Richard Tracey"](#); [Plowden Ben](#); [Emmerson Garrett](#); [Taylor Lisa](#)
Cc: [Isabel Dedring](#); [Hobley Marcus](#); [Members Correspondence](#)
Subject: RE: Barclays bikes free lets for charity
Date: 04 June 2014 17:52:15

Richard,

Transport for London (TfL) is a not-for-profit organisation that manages the Capital's transport services on behalf of the Mayor of London. Every year we receive a considerable number of requests to support charities working in the city and the rest of the UK. These range from applications for financial donations or free travel, to use of our advertising space and free bicycle loans from the Barclays Cycle Hire Scheme. As our budget comes from public funds, we cannot agree to most of the requests we receive. I am afraid on this occasion we will have to decline.

Kind regards
Garrett

Garrett Emmerson
Chief Operating Officer – Surface Transport
11th Floor – Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ
Tel: [REDACTED]

-----Original Message-----

From: Richard Tracey [<mailto:Richard.Tracey@london.gov.uk>]
Sent: 01 June 2014 16:51
To: Plowden Ben; Emmerson Garrett; Taylor Lisa; Wright Peter
Cc: Isabel Dedring; Hobley Marcus; Members Correspondence
Subject: Barclays bikes free lets for charity
Importance: High

I have a local constituent who is involved in a charity bike ride for his faith. He has heard somewhere that the bikes are given on free lets for charity. Is this correct, and if so who should he approach for the hire he requires for 3 hours on Saturday next?

Could you come back to me ASAP please.

RT
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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Katherine McKinlay](#); [Erica Walker](#); [Kennedy-Todd Silka](#)
Subject: Re: Barclays Cycle Hire presentation for Mayor's Meeting, 16 January
Date: 13 January 2014 20:10:48

Great
Thx

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Monday, January 13, 2014 07:46 PM
To: Isabel Dedring
Cc: Katherine McKinlay; Erica Walker; xxxxxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: Re: Barclays Cycle Hire presentation for Mayor's Meeting, 16 January

Hi Isabel

Ok, will address tomorrow with Silka and, yes I will be there on Thursday to present.

Garrett

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Monday, January 13, 2014 05:28 PM
To: Emmerson Garrett
Cc: Katherine McKinlay <[REDACTED]> Erica Walker
<[REDACTED]>
Subject: RE: Barclays Cycle Hire presentation for Mayor's Meeting, 16 January

Garrett

Kat is coming back to you with some specific edits I have agreed with her

2 further comments from me

This needs an "what is the outcome we are driving at therefore" page - I would put that after the "usage is tailing off" point or at the very end

Ie the 9 point plan needs to say this plan will deliver growth in usage, more docking stations, greater customer satisfaction or whatever it is - something good and positive and upbeat

Also you need to come to present pls is that OK?

Thanks

Isabel

Isabel

-----Original Message-----

From: Emmerson Garrett [[xxxxxxxxxxxxxxxx@xxx.xxx.xx](#)]
Sent: Monday, January 06, 2014 02:28 PM GMT Standard Time

To: Isabel Dedring
Cc: xxxxxxxxxxxxxxxx@xxx.xxx.xx Katherine McKinlay; Erica Walker
Subject: Barclays Cycle Hire presentation for Mayor's Meeting, 16 January

Hi Isabel

Attached is the BCH strategy presentation, which I've made changes to off the back of our conversation before Christmas.

Could you let me know your thoughts?

Thanks
Garrett

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London | 11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail: silkakennedy-xxxx@xxx.xxx.xx

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From: [Isabel Dedring](#)
To: [REDACTED]
Cc: [Andrew Gilligan](#); [Emmerson Garrett](#); [Aldworth Nick](#); [Erica Walker](#); [Katherine McKinlay](#)
Subject: Re: Barclays Cycle Hire promotion
Date: 24 January 2014 10:45:44

That sounds great Kat, can you follow up with Gordon's office to make sure the right people are talking to each other? Thanks

----- Original Message -----

From: Gordon Innes [[mailto:\[REDACTED\]](#)]
Sent: Friday, January 24, 2014 10:40 AM
To: Isabel Dedring
Cc: Andrew Gilligan; [garrettemmerson@tfl.gov.uk](#); [REDACTED] <[REDACTED]> Erica Walker; Katherine McKinlay
Subject: RE: Barclays Cycle Hire promotion

Hi Isabel -

Happy New Year and thank you for your kind words

I'll speak to my tourism marketing team about what more we can do to promote cycle hire. Perhaps TFL could help us produce a cycling video as part of our current campaign. It is proving to be very popular, being picked up by more than 800 media outlets and reaching half a million social media followers and 30,000 website visitors a week.

Best
Gordon

----- Original Message -----

From: Isabel Dedring [[mailto:Isabel.Dedring@london.gov.uk](#)]
Sent: 23 January 2014 16:54
To: Gordon Innes
Cc: Andrew Gilligan; [garrettemmerson@tfl.gov.uk](#); [REDACTED] Erica Walker; Katherine McKinlay
Subject: Barclays Cycle Hire promotion

Hi Gordon

Hope all well!

Andrew and I are hard at work with Garrett and his team to help promote Barclays Cycle Hire across all our channels.

I just wanted to say thanks for the support L+P have given to this already and anything further you can do will be much appreciated.

I know TFL officers are in contact with yours already.

Thanks again

Isabel

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Erica Walker](#); [Everitt Vernon](#); [Katherine McKinlay](#)
Subject: Re: BCH - regular meetings
Date: 21 March 2014 16:10:53

Ok super thanks

----- Original Message -----

From: Emmerson Garrett [<mailto:GarrettEmmerson@tfl.gov.uk>]
Sent: Friday, March 21, 2014 04:05 PM
To: Isabel Dedring
Cc: Erica Walker; vernoneveritt@tfl.gov.uk; Katherine McKinlay
Subject: RE: BCH - regular meetings

Hi Isabel

Yes, very happy to put this in hand, and for us to work with Kat to make it happen just give me a few day's next week to deal with the internal issues we discussed first please!

Thanks

Garrett

-----Original Message-----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: 21 March 2014 13:05
To: Emmerson Garrett
Cc: Erica Walker; Everitt Vernon; Katherine McKinlay
Subject: BCH - regular meetings

garrett

thanks for the chat the other day re the work to develop a clear BCH business strategy As discussed, a fortnightly meeting which pulls together Graeme/Harriet, Shashi, and the Surface team would be invaluable as we only have a few months to sort this out for all the decisions that are coming up on relet, sponsorship, etc

I would be keen for Kat to attend from the City Hall side as well

many thanks again

Isabel

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From: [Isabel Dedring](#)
To: [Katherine McKinlay](#); [Green Jonathan \(ST\)](#); [Andrew Gilligan](#); [Erica Walker](#); [Emmerson Garrett](#); [Aldworth Nick](#); [Taylor Lisa](#); [Leedham Miranda \(Exc\)](#); [Kennedy-Todd Silka](#); [MacSherry Pippa](#); [Mead James](#); [Oxley Jenna](#); [Burr Sarah](#)
Subject: RE: BCH meeting 23rd Jan
Date: 24 January 2014 21:58:41

Many thx kat this is v helpful

Isabel

-----Original Message-----

From: Katherine McKinlay

Sent: Friday, January 24, 2014 05:36 PM GMT Standard Time

To: 'Green Jonathan (ST)'; Isabel Dedring; Andrew Gilligan; Erica Walker;

xxxxxxxxxxxxxxxxxxxx@xxx.xxx.uk; Aldworth Nick; Taylor Lisa; Leedham Miranda (Exc);

xxxxxxxxxxxxxxxxxxxx@xxx.xxx.uk; MacSherry Pippa; Mead James (

Oxley Jenna ('Burr Sarah'

Subject: BCH meeting 23rd Jan

Dear All,

I know that Jon will shortly be sending around a formal note from our meeting yesterday. I just wanted to summarise what I took from the meeting to ensure that we are all on the same page.

- 1) The cycle liaison meeting next Thurs will focus on Cycle Hire, in particular:
 - Financial strategy and Serco re-let. TfL to produce a high-level timetable working back from TfL Board (including points where AG and ID need to see/approve). Nick Fairholme to attend.
 - Action plan review (to be populated with all of the actions)
 - Comms plan to be tabled as a standing item with particular focus given to March announcement
- 2) The following updates will be required for the meeting on Thurs 6th Feb:
 - Expansion to the Olympic Park – Sarah B
 - Intensification – Nick/James to produce a status report on conversations with boroughs and businesses
 - Mobile Docking stations – Nick to update on how it could work and the costs involved.
 - Maps – Pippa to see what more can be done i.e. door drops.
 - Marketing – Pippa to review existing marketing campaigns to consider what could be done differently to entice people to use BCH, how we could target specific groups and how we could generate greater publicity.
- 3) TfL to produce an expansion strategy/narrative to be developed by mid-Feb to include:
 - Our ambition i.e. we will make the existing BCH scheme area X% denser by Y year. We will be working with X (how many) boroughs and Y (how many) businesses to deliver Z additional docking points.
 - Approach to ooing – keen to expand as well as intensify if certain conditions are

met

- Criteria for expanding – trip potential, funding contributions etc
- Also need to be mindful of what the Vision 2020 says on BCH - implement plans to extend the Barclays Cycle Hire Network to north, south, east and west.

- 4) TfL to arrange a meeting with Serco (to include ID and AG) to see what more can be done to improve redistribution prior to March announcement.

Hope this helps. It will be good to see Jon's formal note too.

Thanks

Kat

Kat McKinlay

Policy Officer - Transport

Development & Environment

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: +44 (0)20 [REDACTED]

Mob: [REDACTED]

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From: [Isabel Dedring](#)
To: [Everitt Vernon](#); [Will Walden](#)
Cc: [Emmerson Garrett](#)
Subject: Re: BCH today
Date: 05 February 2014 10:53:22

Fantastic

Can we look into the Oyster email possibility we discussed in advance of next week?

Also anything we can do in terms of accelerated reallocation on strike days, even if we have to pay - Garrett?

----- Original Message -----

From: Everitt Vernon [<mailto:VernonEveritt@tfl.gov.uk>]
Sent: Wednesday, February 05, 2014 10:44 AM
To: Isabel Dedring; Will Walden
Subject: BCH today

The stats on BCH We'll be putting in next release

- Over 10,500 BCH hires by 10am this morning
- Number of hires between 7am and 8am almost double the weekday average
- Over 4,700 hires between 8am and 9am alone
- Currently a 70 per cent increase in the number of BCH hires this morning compared to the weekday average

Vernon

Vernon Everitt
Managing Director, Customer Experience, Marketing & Communications,
Transport for London
11th floor, Windsor House
42-50 Victoria Street
London
SW1H 0TL

Email: vernoneveritt@tfl.gov.uk
Tel: [REDACTED]
Mob: [REDACTED]

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From: [Isabel Dedring](#)
To: [Taylor Lisa](#); [Emmerson Garrett](#); [Bristow Alan \(ST\)](#)
Cc: [Katherine McKinlay](#); [Barton Glynn \(ST\)](#); [Anita Chen](#)
Subject: Re: Blue Sky Services
Date: 08 May 2014 10:44:30

I had a word with Anita (have now copied her) and said needs to be longer she will deal

From: Taylor Lisa [mailto: [REDACTED]]
Sent: Thursday, May 08, 2014 10:23 AM
To: Isabel Dedring; xxxxxxxxxxxxxxx@xxx.xxx.xx; Bristow Alan (ST) < [REDACTED]>
Cc: Katherine McKinlay; Barton Glynn (ST) < [REDACTED]>
Subject: RE: Blue Sky Services

Thanks Anita

Is Isabel happy that 45 minutes is enough time for a discussion like this? We are also going to look through draft slide pack for the Michael Liebreicht meeting. Perhaps we could move to another slot or is that just as impossible?

L

-----Original Appointment-----

From: [REDACTED] [mailto: [REDACTED]] **On Behalf Of** Isabel Dedring
Sent: 08 May 2014 10:05
To: Emmerson Garrett; Bristow Alan (ST)
Cc: Katherine McKinlay; Taylor Lisa; Barton Glynn (ST)
Subject: Blue Sky Services
When: 15 May 2014 11:00-12:00 (GMT) Greenwich Mean Time : Dublin, Edinburgh, Lisbon, London.
Where: City Hall, Isabel's Office 8.7

(BOOKED 8.7 JUST IN CASE)

Hi all,

In order to accommodate another time sensitive meeting in Isabel's diary this meeting will now be 45 minutes long.

Apologies for any inconvenience.

Regards,

Barbra Wilson

(Covering for Anita Chen Executive Assistant to Isabel Dedring)

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From: [Isabel Dedring](#)
To: [Andrew Gilligan](#); [Daniels Leon](#); [Emmerson Garrett](#); [REDACTED] [Bristow Alan \(ST\)](#)
Subject: Re: Cycle Vision one year on
Date: 24 February 2014 18:07:50

Sounds like a great idea

From: Andrew Gilligan
Sent: Monday, February 24, 2014 05:34 PM
To: xxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxxxxx@xxx.xxx.xx
<[REDACTED]> <[REDACTED]>
Cc: Isabel Dedring
Subject: Cycle Vision one year on

Leon/ Garrett,

It's nearly a year from the Vision and I dare say we'll get a slew of pieces saying nothing's happened. I suggested to Alan Bristow this afternoon that he could do an interview with the Standard to explain what we've all been doing for the last year and the huge amount of work involved in delivering a programme like this; all the things you have to consider (traffic over a much wider area than the route itself, safety, other users etc.) He seemed up for it subject to your agreement.

One of us could do it but they've heard a lot from us. Alan is a new voice and the guy directly involved in delivering the programme. He also has had a career which will interest the Standard - the former army officer driving the programme forward sort of thing. We'd do it with Matt Beard who is on our side and will do a good piece.

Sound ok?

Andrew

Mayor's Office, City Hall, London SE1 2AA
PA: Joanna Thomas 020 [REDACTED]

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From: [Isabel Dedring](#)
To: [Andrew Gilligan](#); [Osborne Emma](#)
Cc: [Daniels Leon](#); [Emmerson Garrett](#); [Fairholme Nick](#); [Bristow Alan \(ST\)](#); [Plowden Ben](#); [Taylor Lisa](#); [Green Jonathan \(ST\)](#); [Tim Steer](#); [Jenna Oxley](#); [Hardy Nigel \(Roads CDT\)](#)
Subject: Re: Cycling Delivery Action: East-West Stakeholder Issues
Date: 28 April 2014 08:40:24

Can we also go through wherever we have gotten to on this at Thurs's meeting with AG, Leon and me

Thanks

From: Andrew Gilligan
Sent: Monday, April 28, 2014 12:21 AM
To: Osborne Emma <[REDACTED]> Isabel Dedring
Cc: xxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxxx@xxx.xxx.xx; Fairholme Nick
<[REDACTED]> Bristow Alan (ST) <[REDACTED]> Plowden Ben
<[REDACTED]> Taylor Lisa <[REDACTED]> Green Jonathan (ST)
<[REDACTED]> Tim Steer; Jenna Oxley; Hardy Nigel (Roads CDT)
<[REDACTED]>

Subject: RE: Cycling Delivery Action: East-West Stakeholder Issues

Hi Emma,

here are my thoughts on the stakeholder issues on E-W.

Andrew

Mayor's Office, City Hall, London SE1 2AA
PA: Joanna Thomas 020 [REDACTED]

From: Osborne Emma [REDACTED]
Sent: 25 April 2014 20:04
To: Isabel Dedring; Andrew Gilligan
Cc: xxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxxx@xxx.xxx.xx; Fairholme Nick; Bristow Alan (ST); Plowden Ben; Taylor Lisa; Green Jonathan (ST); Tim Steer; Jenna Oxley; Hardy Nigel (Roads CDT)
Subject: Cycling Delivery Action: East-West Stakeholder Issues

Isabel and Andrew

Further to yesterday's Cycling Portfolio Delivery Meeting, please find attached a spreadsheet which provides more detailed information on the East-West CSH (Tower Hill – Hyde Park section and Lancaster Gate/ Westbourne Terrace) stakeholder issues.

As agreed yesterday we will produce this level of detail for all the CSH routes for next weeks Cycling Delivery Meeting, where we will be happy to discuss in more detail.

Have a great weekend.

Regards

Emma

Emma Osborne

Surface Transport Managing Director's Office, Transport for London, Palestra, 197 Blackfriars Road,
Southwark, London SE1 8NJ | E: [REDACTED] | T: [REDACTED] | Int: [REDACTED] | M: [REDACTED]
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From: [Taylor Lisa](#) on behalf of [Emmerson Garrett](#)
To: [REDACTED] "[Caroline Taylor](#)"
Cc: [Daniels Leon](#); "[Isabel Dedring](#)"; [Green Jonathan \(ST\)](#); [Taylor Lisa](#)
Subject: RE: Cycling Listening Group
Date: 04 February 2014 18:07:02

Dear Roger,

Thank you for your email and your kind words. The Cycling Listening Group have raised a number of useful points, many of which we are currently addressing in our work to deliver the Mayor's Vision for Cycling in London.

We have provided a response to each of the Take Out points raised below, and Leon Daniels will be able to follow up with you at the meeting scheduled for 26 February.

- 1. Communicating to the commuter cyclist community through Central London businesses is a key untapped communications route.*

TfL has a business engagement team which already engage with a cross section of the London business community to encourage business to make informed transport choices. The focus of this team is to increase cycling and walking to work and reduce the number of work related road safety incidents within London. TfL's cycling programme for workplaces is well established; the attached article provides some information on the scheme, which covers cycle training, safety and security. Further details on the scheme and the offers available can be found at www.tfl.gov.uk/cyclingworkplaces. TfL also engages with the business community through the Business Improvement Districts, which have been very supportive of the cycling programme, including match funding for cycling investment in some cases. TfL would welcome working with Sainsbury's to promote these products and services to staff at the Holborn HQ, as well as their retail network within the capital. If there is someone who you would like us to contact within the Head Office or local teams, please let us know.

- 2. Employers and TfL could join up to offer free "Cycling in London"/Cycling Proficiency training to help current and prospective cyclists alike.*

Free and reduced cost cycle training is already offered through the council in virtually every London borough and is generally open to anyone who lives, works or studies in that borough. Link to more info here - <http://www.tfl.gov.uk/roadusers/cycling/11689.aspx>. As a starting point, we would encourage dissemination of this to company staff, including operational staff in branches across London

The TfL Cycling Workplaces scheme provides cycle safety seminars (which includes talks and maintenance demonstrations), bike checks and bike security marking, plus a host of resources and information available for employers to circulate to their staff. These two hour sessions are delivered free of charge at the workplace – all we need is a venue. Individual or group cycle training is also available through the Cycling Workplaces scheme. Commuter Cycle Skills sessions can be arranged at the workplace, and are delivered by a qualified cycle trainer. The Commuter Cycle Skills sessions are tailored to match business needs, but generally take the form of a half or full day event, with employees receiving individual or group sessions lasting between one and two hours. We would be happy to arrange this for your Bicycle User Group at Holborn if this

would be of interest?

3. *While Cycling Superhighways are really welcomed, what would help tremendously is cyclist-specific directional signage, particularly at major junctions where even seasoned cyclists find themselves “swept along” onto lanes/routes/underpasses which are intimidating and potentially dangerous.*

To help cyclists find their way and to give coherence to London’s cycling network, clear direction signing and wayfinding principles are being developed and, once finalised, will be applied consistently within the framework of a London-wide strategy and across different route types. TfL is committed to developing a system that picks up on all of those requirements – one that is legible, serves direct journeys and adds to the safety and comfort of using the cycling network in London. As part of this, we are looking at how we will introduce simple signage to guide cyclists and inform motorists. User testing and research is underway, with results expected later this year.

TfL is also working with boroughs and other stakeholders, such as the Royal Parks and the Canal & Rivers Trust, to develop a series of quieter back-street routes, or Quietways, to, from and within central London with signage and wayfinding to avoid the more intimidating parts of the network. A draft map setting out possible routes as part of a Central London Grid is currently out for public engagement and can be found at

<http://www.tfl.gov.uk/roadusers/cycling/29172.aspx> - comments are welcome until 14 February. If any of your staff would like to provide a response, please send comments to xxxx@xxx.xxx.xx

4. *Scariest junctions are: Elephant & Castle; Marble Arch; Vauxhall Cross; Holborn Circus; Westminster Square; Shepherd’s Bush; all underpasses!*

We are investing in junction improvements through our Better Junctions and Cycle Superhighway programmes as well as other major schemes, including some of those listed here, which will make them safer for cyclists and other road users. Furthermore, the Central London Grid and Quietway networks will help provide quieter alternatives for cyclists.

5. *A method of highlighting serial “Aggressive or Unsympathetic to cyclists”- an equivalent of the “Well Driven?” campaign – would be really welcome and could allow worst offenders to be engaged by TfL. E.g. Addison Lee were universally raised!*

Over the past year we have run a series of cyclist and drivers tips campaigns which have featured messaging aimed at all road users to provide a balanced approach to help reduce the number and address the common causes of collisions (see <http://www.youtube.com/QJKDyEVUss>). Furthermore, a specific tool for reporting unsafe drivers already exists <http://www.met.police.uk/roadsafelondon/>.

We are engaging with a wide range of stakeholders to improve the safety of vulnerable road users across London through pedestrian and cycling working groups. This is supported through Safe Streets for London: The Road Safety Action Plan for London 2020, which ensures we look at

road safety holistically.

6. *There is full acknowledgement that an element of the cycling fraternity behave in an aggressive way which exacerbates tension- jumping red lights, leaning on vehicles, overtaking inappropriately, and that all road users abiding by the law and being held to account to do so is crucial.*

Recent “spot” visible Police campaigns to enforce were very welcome indeed.

The Cycling Safety Tips campaign includes specific messages targeting cyclist behaviour and TfL funds the Cycle Task Force which focuses solely on tackling the issue of irresponsible road-user behaviour. Recently, Operation Safeway, undertaken by the Metropolitan Police Service (MPS) and supported by TfL, saw engagement activity with all road users at key junctions across London. The operation, which lasted seven weeks, saw around 2,500 MPS officers at 170 key junctions across the Capital during rush hour enforcing the rules of the road and providing safety advice. Officers enforced against behaviour that creates risk and danger on London’s roads. This includes driving while using a mobile phone, careless driving, failure to comply with an Advanced Stop Line, cycling on the footway, cycling without lights at night and failure to comply with red traffic signals. Of the 4,197 fixed penalty notices and 20 summons issued to cyclists during Operation Safeway, 1,051 were issued for cycling on pavements. The MPS will continue with operations designed to remind road users to keep themselves and others safe on the roads in 2014.

7. *This includes pedestrians, unanimously seen as the most real and common hazard, especially when wearing earphones!*

The recent Cycling Safety Tips campaign included messaging aimed at both cyclists and pedestrians to encourage pedestrians to look out for cyclists before stepping out from the pavement, whilst advising cyclists to not cycle on the footway (as well as specific information for drivers and motorcyclists). In addition to this we have also recently been running a campaign directed at young pedestrians to encourage them to be more aware when crossing the road and to avoid distraction from mobile phones and other personal electronic equipment. In addition to this we have been running a campaign aimed at older pedestrians to encourage people to cross at formal crossing points when crossing roads.

8. *Shoddy road reinstatement makes surfaces more dangerous than “general” potholes and debris, and may be exacerbated by Lane Rental Pressures.*

TfL is working with the boroughs and through our London Highways Alliance Contract (LoHAC) to improve the quality of repairs across the road network – this includes a team of highway inspectors on the network undertaking daily inspections. Furthermore, TfL's new Report-IT tool (<https://reportit.tfl.gov.uk>) allows members of the public to report road defects (such as potholes), traffic and street light failures or unsafe roadworks for the relevant highway authority to address.

Finally, TfL’s new dedicated Freight and Fleet team has a two-year programme in place (*Delivering a road freight legacy*) which is starting to make a difference on the ground, especially in the area of safety, delivery timings and better communications with the industry. This includes working with the construction and logistics sector, an Out-Of-Hours Consortium (including Sainsbury’s as a member), and looking at how best to make deliveries in an urban

environment while minimising our impact on the local environment, including the timing of deliveries and the congestion caused by multiple local deliveries. If you are interested in becoming an advocate for TfL's work with the freight industry, the Freight and Fleet team would be happy to brief you on the work to date, our two-year programme and how we are planning to use the information we collect to inform our longer term plans for freight and the Mayor's Roads Task Force.

Thank you again for your e-mail and feedback from the Cycling Listening Group and I hope that the above provides useful feedback for sharing with them ahead of your discussion with Leon on the 26th.

Kind regards,

Garrett

Garrett Emmerson
Chief Operating Officer - Surface Transport

London Streets, Transport for London
11th Floor - Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ
Tel: [REDACTED] • Fax: 020 3054 2002/Ext 82002 • Email:
garrettemmerson@tfl.gov.uk

From: Roger Burnley [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Thursday, January 30, 2014 04:25 PM
To: garrettemmerson@tfl.gov.uk
Cc: leondaniels@tfl.gov.uk; Caroline Taylor <[\[REDACTED\]](mailto:[REDACTED])> Isabel Dedring
Subject: Cycling Listening Group

Hi Garrett,

A couple of weeks ago I held a listening group at our Sainsbury's head office in Holborn, with a big group of our large cycle-to-work contingent of colleagues, to get their views and thoughts on how it all feels from their end of the telescope, and what Sainsbury's as an employer, as well as TfL, could do to help their commuting experience. Key take-outs are below: I'm sure there isn't much new news here for you, but it does strike me that TfL engaging with the big Central London employers both as a communication route and to engender a shared sense of responsibility, is worth thinking about.

Well done on all you're doing, including recent media appearances!

Best Wishes,

Roger

Roger Burnley

Managing Director General Merchandise, Clothing & Logistics
Sainsbury's Supermarkets Ltd
33 Holborn
London



From: Caroline Taylor

Sent: 24 January 2014 17:09

To: Edward Welham; Stuart Baker; Mark Blackman; Katherine Brasier; Cammil Taank; Carl Britton; Cindy Cheuk

Cc: Imran Aboo; Don Hammond; Andrew Atherton; Alex Hollingsworth; Tiago Almeida; Emillie James; Simon Driscoll; Andy Bates; Mandip Nijor; Guy Bellamy; Emma Knott; Jonathan Hunt; Joanne Lawrance; Lee Symonds; Antony Neal; Dale Burridge; Nick Sawyer; Jamieson Innes

Subject: Cycling Listening Group

Key Takeouts:

9. *Communicating to the commuter cyclist community through Central London businesses is a key untapped communications route.*
10. *Employers and TfL could join up to offer free "Cycling in London"/Cycling Proficiency training to help current and prospective cyclists alike.*
11. *While Cycling Superhighways are really welcomed, what would help tremendously is cyclist-specific directional signage, particularly at major junctions where even seasoned cyclists find themselves "swept along" onto lanes/routes/underpasses which are intimidating and potentially dangerous.*
12. *Scariest junctions are: Elephant & Castle; Marble Arch; Vauxhall Cross; Holborn Circus; Westminster Square; Shepherd's Bush; all underpasses!*
13. *A method of highlighting serial "Aggressive or Unsympathetic to cyclists"- an equivalent of the "Well Driven?" campaign – would be really welcome and could allow worst offenders to be engaged by TfL. E.g. Addison Lee were universally raised!*
14. *There is full acknowledgement that an element of the cycling fraternity behave in an aggressive way which exacerbates tension- jumping red lights, leaning on vehicles, overtaking inappropriately, and that all road users abiding by the law and being held to account to do so is crucial.*
Recent "spot" visible Police campaigns to enforce were very welcome indeed.
15. *This includes pedestrians, unanimously seen as the most real and common hazard, especially when wearing earphones!*
16. *Shoddy road reinstatement makes surfaces more dangerous than "general" potholes and debris, and may be exacerbated by Lane Rental Pressures.*

Thank you again for your input.

Thanks,

Caroline Taylor | Exec Assistant to Roger Burnley
(Managing Director General Merchandise, Clothing & Logistics)
Sainsbury's Supermarkets Ltd | Draken Drive | Ansty Park | Ansty | Coventry | CV7 9RD



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From: [Isabel Dedring](#)
To: [Osborne Emma](#); [Andrew Gilligan](#); [Tim Steer](#); [Daniels Leon](#); [Emmerson Garrett](#); [Fairholme Nick](#); [Bristow Alan \(ST\)](#); [Rowe David \(ST\)](#); [Hardy Nigel \(Roads CDT\)](#); [Matson Lilli](#); [Plowden Ben](#)
Cc: [Hawley Anthea](#); [Anderson Cheryl](#); [Anita Chen](#); [Joanna Thomas](#); [Jenna Oxley](#); [Wilson Alison](#); [Hope Fiona](#); [Lock-wah-hoon Colette \(ST\)](#); [Green Jonathan \(ST\)](#); [Taylor Lisa](#); [Lewington Julie \(ST\)](#)
Subject: RE: Cycling Portfolio Delivery Meeting - 22.05.14
Date: 21 May 2014 16:23:25

Can we add agenda item "residual issues not captured on grids - if any" and "how we want to use these meetings going forward"

I am happy to lead on both

Thx

-----Original Message-----

From: Osborne Emma [REDACTED]
Sent: Wednesday, May 21, 2014 04:17 PM GMT Standard Time
To: Isabel Dedring; Andrew Gilligan; Tim Steer; xxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxx@xxx.xxx.xx; Fairholme Nick; Bristow Alan (ST); Rowe David (ST); Hardy Nigel (Roads CDT); Matson Lilli; Plowden Ben
Cc: Hawley Anthea; Anderson Cheryl; Anita Chen; Joanna Thomas; Jenna Oxley; Wilson Alison; Hope Fiona; Lock-wah-hoon Colette (ST); Green Jonathan (ST); Taylor Lisa; Lewington Julie (ST)
Subject: Cycling Portfolio Delivery Meeting - 22.05.14

All

Please find attached the following papers for the Cycling Portfolio Delivery Meeting which is scheduled 14.15 – 14.45 tomorrow (Thursday 22nd May) at City Hall:

- Agenda
- Item 2 Quietways Delivery Programme
- Item 3 Central London Grid Delivery Programme
- Item 5 Better Junctions Delivery Programme
- Item 8 Outstanding Actions

Also attached are the minutes from last weeks meeting.

Regards

Emma
Emma Osborne

Surface Transport Managing Director's Office, Transport for London, Palestra, 197 Blackfriars Road, Southwark, London SE1 8NJ | E: [REDACTED] T: [REDACTED] | Int: [REDACTED] | M: [REDACTED]
[REDACTED]



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Cc: [Hawley Anthea](#); [Anderson Cheryl](#); [Anita Chen](#); [Joanna Thomas](#); [Jenna Oxley](#); [Wilson Alison](#); [Hope Fiona](#); [Lock-wah-hoon Colette \(ST\)](#); [Green Jonathan \(ST\)](#); [Taylor Lisa](#); [Lewington Julie \(ST\)](#)
Subject: RE: Cycling Portfolio Delivery Meeting - 22.05.14
Date: 21 May 2014 16:24:13

Ps - heads up the timescales on the better junctions programme look far too protracted, particularly on some of the political hot potatoes eg Bow, archway

Would be good if we can discuss

-----Original Message-----

From: Osborne Emma [REDACTED]
Sent: Wednesday, May 21, 2014 04:17 PM GMT Standard Time
To: Isabel Dedring; Andrew Gilligan; Tim Steer; xxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxxx@xxx.xxx.xx; Fairholme Nick; Bristow Alan (ST); Rowe David (ST); Hardy Nigel (Roads CDT); Matson Lilli; Plowden Ben
Cc: Hawley Anthea; Anderson Cheryl; Anita Chen; Joanna Thomas; Jenna Oxley; Wilson Alison; Hope Fiona; Lock-wah-hoon Colette (ST); Green Jonathan (ST); Taylor Lisa; Lewington Julie (ST)
Subject: Cycling Portfolio Delivery Meeting - 22.05.14

All

Please find attached the following papers for the Cycling Portfolio Delivery Meeting which is scheduled 14.15 – 14.45 tomorrow (Thursday 22nd May) at City Hall:

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- Item 8 Outstanding Actions

Also attached are the minutes from last weeks meeting.

Regards

Emma
Emma Osborne

Surface Transport Managing Director's Office, Transport for London, Palestra, 197 Blackfriars Road, Southwark, London SE1 8NJ | E [REDACTED] T: [REDACTED] | Int: [REDACTED] | M: [REDACTED]
[REDACTED]



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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Podwiazka Darek \(ST\)](#); [Taylor Lisa](#)
Subject: Re: Draft F&PC Presentation
Date: 12 February 2014 17:44:24

Ah ok no that's fine
Thanks for sight of that

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Wednesday, February 12, 2014 05:43 PM
To: Isabel Dedring
Cc: Podwiazka Darek (ST) <[REDACTED]> Taylor Lisa <[REDACTED]>
Subject: Re: Draft F&PC Presentation

No, sorry, its too big I think - coming over with the papers for tomorrow's meeting.

Do you want me to try and get it zipped and sent to you directly?

G

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Wednesday, February 12, 2014 05:37 PM
To: Emmerson Garrett
Subject: RE: Draft F&PC Presentation

Wait is it meant to be attached to the email?

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: 12 February 2014 17:34
To: Isabel Dedring
Subject: Draft F&PC Presentation

Hi ya

Just thought I'd let you know that I've just sent across a revised draft of the my proposed presentation to the March F&PC of the Surface Roads Investment story, for discussion at tomorrow's 1 to 1 meeting.

I've tried to use the New Tube for London presentation format (as far as it's relevant to Surface) - as you will see, it's quite a substantial document! I've split it into four parts to try and address the various requests/demands of various F&P members (Daniel, Peter A, John Armit etc):

- What we've done to date - essentially to cover of Peter A's demand for info on how we operate the network, but also to illustrate that we actually achieved quite a bit in the last four or five years!
- What the challenge is going forward: the Growth agenda/RTF vision etc
- How we're going to rise to the challenge: our vision, the Investment programme itself (all £4bn of it!), and what it will achieve in each area

- How we can re-assure the committee that we've got the wherewithal to deliver it

Hope you get a chance to look through it (and that it's at least somewhere along the lines of what you were expecting!)

Garrett Emmerson

Chief Operating Officer - Surface Transport

Zone R4, 11th Floor, Palestra

197 Blackfriars Road, London

SE1H 8NJ

Phone: [REDACTED]

Email: xxxxxxxxxxxxxx@xxx.xxx.xx



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From: [Isabel Dedring](#)
To: [Osborne Emma](#)
Cc: [Erica Walker](#); [Taylor Lisa](#); [Podwiazka Darek \(ST\)](#); [Green Jonathan \(ST\)](#); [Bristow Alan \(ST\)](#); [Hardy Nigel \(Roads CDT\)](#); [Emmerson Garrett](#); [Christian Van Der Nest](#); [Anita Chen](#); [Tim Steer](#)
Subject: Re: E&C Consultation Material - March 2014
Date: 21 February 2014 18:13:38

If Erica happy then I am

From: Osborne Emma [mailto: [REDACTED]]
Sent: Friday, February 21, 2014 03:31 PM
To: Isabel Dedring
Cc: Erica Walker; Taylor Lisa < [REDACTED] > Podwiazka Darek (ST) < [REDACTED] > Green Jonathan (ST) < [REDACTED] > Bristow Alan (ST) < [REDACTED] > Hardy Nigel (Roads CDT) < [REDACTED] > xxxxxxxxxxxxxxxx@xxx.xxx.xx; Christian Van Der Nest; Anita Chen; Tim Steer
Subject: E&C Consultation Material - March 2014

Isabel

Further to the previous discussions regarding Elephant and Castle Consultation material and particularly your concerns regarding the visuals, please find attached the revised consultation leaflet. This includes amended text to address your previous comments and a new image which focuses on the public realm. The new image is also attached separately as 'View D'.

Also attached is 'E&C Montage', this is a cropped version of the visual from the previous version of the draft leaflet. At present the new 'View D' image is included on both the front cover and for the large image in the leaflet. Subject to your views we could include the 'E&C Montage' on either the front or inside of the leaflet if this is desired, therefore providing two slightly different images.

Due to purdah, we need to finalise all the consultation material by Thursday 27th February prior to going to print on Friday 28th February. If we are unable to meet these timescales, then we would have to consult post the election, our concern is that this could have a political fallout and will knock confidence with the Borough and developers and therefore we would like to ensure we meet next weeks deadline.

Please can you confirm you are happy with the amended text and revised image by COB Wednesday 26th February, therefore enabling us to progress with the consultation pre purdah. We would be able to make a few small amendments to the text if you feel this is necessary, but we would need to be made aware of this as soon as possible so that these can be accommodated before going to print.

We await hearing from you.

Regards

Emma
Emma Osborne

Surface Transport Managing Director's Office, Transport for London, Palestra, 197 Blackfriars Road,
Southwark, London SE1 8NJ | E: [REDACTED] | T: [REDACTED] | Int: [REDACTED] | M: [REDACTED]
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From: [Isabel Dedring](#)
To: [Brown Matt](#); [Emmerson Garrett](#); [Steve Wrelton](#); [Maskell Dan \(Press Office\)](#)
Cc: [Kennedy-Todd Silka](#); [Elliot Treharne](#); [transportdesk](#); [Tim Steer](#); [Christian Van Der Nest](#); [Taylor Lisa](#); [Daniels Leon](#); [Everitt Vernon](#); [Ross Stuart](#)
Subject: RE: Final Draft: Taxi release for Thursday
Date: 15 January 2014 17:16:52

Yea better thanks

Isabel

-----Original Message-----

From: Brown Matt [REDACTED]
Sent: Wednesday, January 15, 2014 04:38 PM GMT Standard Time
To: xxxxxxxxxxxxxxxx@xxx.xxx.xx; Isabel Dedring; Steve Wrelton; Dan Maskell
Cc: xxxxxxxxxxxxxxxx@xxx.xxx.xx; Elliot Treharne; transportdesk; Tim Steer; Christian Van Der Nest; Taylor Lisa; xxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxx@xxx.xxv.uk; [REDACTED]@tfl.gov.uk
Subject: RE: Final Draft: Taxi release for Thursday

Thanks. Isabel ok with you?

Matt Brown | Chief Press Officer - Operations

Transport for London | TfL Press Office, 11th Floor, Windsor House, 50 Victoria Street, London SW1H 0TL

Tel: [REDACTED] | Fax: 020 7126 4560 | Mobile: [REDACTED] | Email: [REDACTED]

From: Emmerson Garrett
Sent: 15 January 2014 16:31
To: Brown Matt; 'Isabel Dedring'; 'Steve Wrelton'; Maskell Dan (Press Office)
Cc: Kennedy-Todd Silka; 'Elliot Treharne'; 'transportdesk'; [REDACTED]
[REDACTED] Taylor Lisa; Daniels Leon; Everitt Vernon; Ross Stuart
Subject: RE: Final Draft: Taxi release for Thursday

Suggest addition of the work 'automatically', otherwise ok with me

Garrett

From: Brown Matt
Sent: 15 January 2014 16:25
To: 'Isabel Dedring'; Emmerson Garrett; 'Steve Wrelton'; Maskell Dan (Press Office)
Cc: Kennedy-Todd Silka; 'Elliot Treharne'; 'transportdesk'; [REDACTED]
[REDACTED] Taylor Lisa; Daniels Leon; Everitt Vernon; Ross Stuart
Subject: Final Draft: Taxi release for Thursday

All,

Following conversations just now with both Isabel and Garrett I have sent the press notice, as circulated at 13:16 to Matt beard – who was on deadline.

Isabel asked for an additional line to go into the release, strengthening the description of how 'zero emission capable' vehicles are expected to operate in

practice in 2018.

I have added such a mention below, so that the opening para reads:

The Mayor of London, Boris Johnson, today (Thursday 16 January) announced plans that would require all new taxis presented for licensing in the capital to be zero emission capable from 1 January 2018, with the expectation that they will **automatically operate in zero emission mode whilst in areas where the capital's air quality is at its worst such as parts of central London.**

Garrett / Isabel – is this ok? If so, I think that's us all agreed on the press release copy. Thanks,
Matt

Matt Brown | Chief Press Officer - Operations

Transport for London | TfL Press Office, 11th Floor, Windsor House, 50 Victoria Street, London SW1H 0TL

Tel: [REDACTED] | Fax: 020 7126 4560 | Mobile: [REDACTED] | Email: [REDACTED]

Mayor announces that all new London taxis will need to be zero emission capable from 2018

- **Mayor and Transport for London (TfL) working with five companies in the race to develop the next generation of greener London taxis**
- **Manufacturers spurred on by plans for Ultra Low Emission Zone to improve air quality and encourage take up of zero and low emission vehicles**

The Mayor of London, Boris Johnson, today (Thursday 16 January) announced plans that would require all new taxis presented for licensing in the capital to be zero emission capable from 1 January 2018, with the expectation that they will operate in zero emission mode whilst in areas where the capital's air quality is at its worst such as parts of central London.

The Mayor will confirm his plan at Transport for London's (TfL) 'New Taxis for London' event today, where he will meet five manufacturers developing zero-emission capable taxis – Frazer Nash, Nissan, Karsan, London Taxi Company and Mercedes, several of whom are displaying vehicles at the event that will secure the future of the iconic London taxi which is famous around the world.

The news follows a pledge the Mayor made last year to introduce an Ultra Low Emission Zone in central London by 2020. Since then TfL has been exploring ways to introduce the scheme in 2020 and have focused on the development of options, which have been subject to feasibility testing. Further engagement on plans for an Ultra Low Emissions Zone will be undertaken this year.

To assist taxi drivers and encourage to the early adoption of the new greener vehicles before the 2018 deadline, the Mayor and TfL are now exploring a number of supporting measures with the Office of Low Emission Vehicles (OLEV) and are in discussion with the Green Investment Bank around financial options to help the capital's transition to zero emission capable taxis.

Mayor of London, Boris Johnson said: "The London taxi is iconic in so many ways – not least in terms of its eye-catching looks and the way it is piloted by wily experts who know the capital like the back of their hand. To date its one Achilles heel, particularly of older models, has been the pollution generated by chugging diesel engines. As part of my mission to improve our air quality and drive innovation, I'm making a firm pledge to Londoners that from 2018 all taxis presented for licensing should be zero-emission capable. The cleaner, greener vehicles I've seen today are proof that the evolution of the great London cab is well and truly underway."

Garrett Emmerson, TfL Surface Transport Chief Operating Officer, said: "We will continue to work closely with taxi manufacturers to get 'New Taxis for London' carrying passengers on the streets of the capital as soon as possible. The manufacturers this event today are clearly well advanced in delivering the next generation of green taxi. We believe these vehicles will be available well in advance of the challenging deadline set today by the Mayor. We are also working with the wider industry and the Green Investment Bank to provide assistance to cab drivers who want to be amongst the first to get behind the wheels of these cutting edge vehicles that will significantly contribute to improving air quality in the capital as well as delivering benefits to cabbies themselves, in terms of reduced running costs."

TfL will continue to work with and support all the manufacturers right through to manufacture, to assist them in meeting London's taxi vehicle requirements, including wheelchair and other accessibility requirements. Through Source London the capital already has one of the most developed public charging networks in the world with almost 1,400 charge points. The scheme will be managed by IER from the summer and they have ambitious plans to increase the number of charge points across the capital to 6000 by 2018, with targeted services for taxi drivers.

Currently road transport is responsible for around 80 per cent of airborne pollution in the parts of central London where air quality is the worst, with black cabs contributing to 30 per cent of particulate matter emissions in those areas. The new zero-emission capable taxis being developed include both plug-in full series hybrid vehicles and full electric models. These vehicles will have the ability to operate in passenger service without emitting harmful pollutants.

The Mayor has already delivered on a number of measures to address emissions

from taxis and to retire the oldest vehicles in the London taxi fleet. In January 2012, a 15 year age limit was introduced for taxis along with a requirement that all newly licensed taxis must meet, as a minimum, the Euro V emissions standard. Around 3,000 of the most polluting taxis have also been removed from the London fleet. Transport for London (TfL) has also undertaken a campaign to educate drivers on the fuel savings and reduced environmental impact that can be achieved by not leaving their engines idling at taxi ranks.

Notes to Editors

- The plan to introduce a requirement for all new taxis presented for licensing in the capital to be zero emission capable from 2018 will be subject to a full public consultation later this year. The Mayor will set out his plans and will urge the public, the taxi trade, taxi vehicle manufacturers and any other interested parties to submit their views.
- Plans to green the taxi fleet are just a part of the Mayor and TfL's comprehensive programme of measures to improving air quality in London, including tighter Low Emission Zone standards; building Europe's largest fleet of hybrid buses – with 1,700 in passenger service by 2016; accelerating the introduction of ultra-low emission Euro 6 buses; retrofitting 900 older buses to reduce their NOx emissions by up to 88 per cent; introducing pure electric buses that emit no pollutants when carrying passengers and launching ambitious new building retrofit programmes such as RE:FIT and RE:NEW which have already retrofitted more than 90,000 homes, public buildings and schools.
- To find out more about air quality in London please visit www.cleanerairforlondon.org.uk. This website has been produced by the Mayor and the London boroughs to help Londoners and businesses find out more about air pollution in the capital and what can be done to help.
- For more information on the Low Emission Zone please visit: <http://www.tfl.gov.uk/lez>

Manufacturer quotes

Fraser Nash

Metrocab Chairman, Sir Charles Masefield said: "The Metrocab is designed as a next-generation London taxi and represents a revolution in the market as the first electric-powered cab to meet the duty cycle of a London taxi, where cabbies typically drive many miles from outside the city. Ready now, our range extended drivetrain technology offers the solution London and other world-class cities are looking for. We are confident Metrocab will make a real impact in the market and provide a better service to cities, drivers and passengers alike."

LTC

London Taxi Company's Vice-President of UK Operations, Peter Johansen, said: "Thanks to the £150m investment made by our parent company, Geely, we are able to develop a purpose-built, no compromise, zero-emissions capable London Taxi. Our vehicle will respond to Mayor Boris Johnson's vision for improving London's air quality and future global environmental challenges, deliver against the requirements of our customers and will be an evolution of the iconic London Taxi shape that is loved, admired and recognised the world over."

Karsan

Murat Selek, CEO of Karsan, said: "Turkish automotive manufacturer Karsan has designed its Concept V1, a highly accessible taxi, 'by London for London'. Building on the heritage of the city, Karsan developed the platform in cooperation with London's prestigious Royal College of Art and experienced R&D company Hexagon Studio to meet the aspirations of the driver as well as the needs of the passenger. In communicating with other road users, Concept V1 also ensures crucial attention to cyclist and pedestrian safety. Our unique engineering and manufacturing expertise is combined with an in-depth design process based on research thoroughness. Environmentally friendly, Concept V1 is designed to 'accommodate' the latest generation electric powertrain to achieve zero emission and is compliant with conditions of fitness including the 25 feet turning circle requirement. Revolution, alongside evolution!"

Mercedes

Steve Bridge, Managing Director Vans – Mercedes-Benz UK Ltd, said: "Mercedes-Benz, an existing established long-term black cab provider, is currently developing the next platform of Vito taxis. These new vehicles, specifically designed to include zero emissions capable concepts, will augment our market leading excellence in engineering, safety, comfort and efficiency for the taxi market."

Nissan

TBC

Vehicle specifications

Fraser Nash

METROCAB DATASHEET

SUBJECT TO CHANGE

GENERAL

- Range extended electric vehicle
- Fully compliant with London Public Carriage Office (PCO) regulations
- Capable of zero emission operation
- Vehicle health diagnostics and status telemetry system

VEHICLE DIMENSIONS

- Overall length:..... 4,905mm
- Overall width:..... 1,800mm
- Overall height:..... 1,925mm
- Wheel base:..... 3,181mm

VEHICLE WEIGHT

- Kerb:..... 1,750kg
- Gross:..... 2,515kg

PERFORMANCE

- Top speed:..... 80mph (Restricted)
- Max gradient:..... 1:3
- Emissions:..... <50g/km CO₂
- Turning circle: 7.62m (Meets PCO requirement)
- Regenerative braking

DRIVELINE

- Peak motor power:..... 2 x 50kW
- Peak wheel torque:..... 2 x 1,400Nm

RANGE EXTENDER

- 1 litre petrol range-extender engine coupled to generator unit
- Fuel efficient urban and highway generating modes
- Meets Euro 5 emission standards

BATTERY SYSTEM

- Lithium-ion polymer large format cells
- Stored capacity:..... 12.2kWh
- 3kW on board charging

COMFORT

- Driver multi-function touch screen display and instrument cluster with colour display
- Passenger colour TV display
- USB charging socket
- Digital infotainment system
- Hands free telephone
- Air conditioning and heating
- Anti-lock braking system (ABS)
- 3-seater rear bench seat - fore/aft adjustable for more luggage space when required
- 3 rear facing flip down seats
- 1 optional front passenger seat
- Full wheelchair access with integrated wheelchair ramp
- Panoramic glass roof
- Mood Lighting

- Air suspension

LTC

The next generation of London Taxi will be a no-compromise, zero emissions-capable vehicle based on a proven range extended plug-in hybrid electric powertrain which could alternatively be fitted with a hydrogen fuel cell such as the one used successfully in our TX4 prototype. The new London Taxi will be an evolution of the iconic, globally recognised taxi shape, purpose-built by the people with the history, heritage and expertise to continue this great British public transport legacy, underpinned by multi-million pound support from parent group, Geely.

The current TX4 produces 99% fewer Diesel Particulates and 80% less NOx than its predecessors and in 2015 will be upgraded to comply with the Euro 6 emission standards.

Karsan

CONCEPT V1

Concept V1, highly accessible vehicle, is designed to satisfy a global social demand and enhance transportation needs for people with reduced mobility. The platform will be equipped with an automated wheelchair ramp deployed from both sides. It is designed to “accommodate” last generation electric powertrain to achieve zero emission. In cooperation with RCA, the vehicle, is being developed to have a contemporary design yet still maintains the iconic London cab heritage. Concept V1 is compliant with conditions of fitness including 25 feet turning circle requirement.

EXTERIOR FEATURES

advertisement space
tinted glass
3 piece bumpers

COMFORT & CONVENIENCE

dual-side deploying ramp for wheelchair accessibility
dual-zone automatic climate control with pollen filter
telescopic steering wheel
ambient temperature display
12 volt power outlet (2)
touch control screen

STORAGE

driver side in-dash storage bin
cup holders
comfortable driver environment

SEATING & TRIM

5-passenger seating w/o wheelchair
4-passenger seating w/ wheelchair

2 fold-down rear facing seat
front & rear adjustable headrests
non-permeable upholstery
easy clean, durable floor cover

AUDIO/ENTERTAINMENT/NAVIGATION SYSTEM

AM/FM/CD/MP3-compatible stereo
faremeter
fareprinter
credit card swipe
mobile Pos PIN pad

INSTRUMENTATION

digital gauges with night time illumination
speedometer, tachometer and fuel gauge
dual trip odometers

SAFETY & SECURITY

front airbag with seat belt use, weight position sensor
front side-impact airbag and side air curtain
rear passenger side air curtain
3-point seat belts for all seating positions
front seat belt pretensioners with force limiters
anti-lock brake system (ABS)
electronic stability programme (ESP)
LATCH child-safety-seat anchors & upper tethers
side-impact door beams - front and rear
collapsible steering column assembly
height adjustable front shoulder-belt anchors
driver panic button feature
engine-immobilizer antitheft system

ENDS

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From: Isabel Dedring
To: [REDACTED]
Cc: Emmerson Garrett; Christian Van Der Nest; [REDACTED]
Subject: Re: Follow up
Date: 24 March 2014 07:50:23

Ok super All the best

----- Original Message -----

From: [REDACTED] [mailto:[REDACTED]]
Sent: Sunday, March 23, 2014 08:03 AM
To: Isabel Dedring
Cc: garrettemmerson@tfl.gov.uk; Christian Van Der Nest; [REDACTED] (ST) <[REDACTED]> <[REDACTED]> <[REDACTED]> Nahum
Subject: RE: Follow up

Isabel,

Thanks again for your and all the teams continuing support
As we expressed we are deeply engaged with the RCA (Royal College of Art) to try and finalise the Iconic body design and driver ergonomics and passenger experience by end of summer
That will be the time to think, plan and engage in a running prototype with the dedicated body
We also are planning to be ready by then with the range extender solution
So, by end of summer we will be programming the next stage and probability of early prototypes in to London
We certainly will be in touch on developments and any help we need on the way

All the best

Jan

----- Original Message -----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: Friday, March 21, 2014 5:10 PM
To: [REDACTED]
Cc: [REDACTED] garrettemmerson@tfl.gov.uk; Christian Van Der Nest
Subject: Follow up

Jan

Thanks so much for coming by Good to see you I don't have everyone's email address, apologies for not copying them

We're delighted to hear all the progress you're making Just thinking afterwards, I do think it will be very important to have one or more prototypes running around on London's roads as soon as possible So anything we can do to help support that, of course let us know - and on anything else

Have a good weekend

Isabel

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From: [Kennedy-Todd Silka](#) on behalf of [Emmerson Garrett](#)
To: [Maskell Dan \(Press Office\)](#); ["Isabel Dedring"](#); [Everitt Vernon](#); [Carter Howard](#); [Hayward Siwan](#)
Cc: [Emmerson Garrett](#); [McConochie Mark](#); [Daniels Leon](#); [Brown Matt](#); [Ross Stuart](#); [Chapman Helen \(TPH\)](#); [Clarke Andrea \(Exc\)](#); [Gourley Jennifer](#); [Rogan Kerri](#); [Steve Wrelton](#); [Sarah Gasson](#); [Kennedy-Todd Silka](#)
Subject: RE: FOR FINAL CLEARANCE - TfL press release - policy stance on taxi and private hire apps
Date: 08 April 2014 18:33:22
Attachments: [20140408_TfL_invites_trades_to_help_shape_regulatory_framework_for_taxi_and_private_hire_apps_V4.docx](#)

Dan

This has been cleared by Garrett with a couple of very small ammends. See below and attached.

Silka

TfL invites trades to help shape regulatory framework for taxi and private hire apps

- **Smart phone apps offer significant potential benefits to passengers, drivers and operators**
- **TfL sets out provisional position and invites trades to help shape regulation of this rapidly developing area**

Transport for London (TfL) has today (~~8 April~~) confirmed that it welcomes the use of taxi and private hire apps to benefit passengers, subject to those apps meeting the high standards of public safety TfL expects.

TfL is inviting the taxi and private hire trades to provide their views on how the regulatory framework should be applied to this rapidly developing technology, while ensuring that the current highest standards of public safety and customer service in the trades are maintained.

The development of taxi and private hire booking apps offer tremendous potential benefits for customers. This includes enhanced safety and security measures – with many apps providing the passenger with a photo of the driver and their name, the registration of the vehicle and the ability to track both the approach of the vehicle and the remainder of the journey in real time.

However, the rapid pace at which smart phone based technology has been developing in recent years has led to a need for clarity about what is required in order for apps to comply with the regulatory framework in London. TfL is seeking to clarify that position and has asked the taxi and private hire trades for their input to formalise the regulatory framework and ensure there is a level playing field for all operators.

Leon Daniels, TfL's Managing Director of Surface Transport, said: "We welcome developments that make life easier for passengers. As in many other areas of transport and retail services, apps can offer passengers the potential of better and

more convenient services. We are asking the trades to embrace these advances in technology, which have the potential to further improve London's taxi and private hire services, and have asked them to be part of the formal process to help shape the regulatory framework in this rapidly developing area .”

Constructive meetings were held ~~today~~ recently with both the private hire and taxi trades on this issue. Discussions focused on the use of apps for private hire vehicle bookings, with TfL presenting its provisional views on the use of apps, which are as follows:

- Apps can put a customer in touch with licensed private hire operators, either by signposting a customer to a choice of licensed operators or by transmitting a customer's data directly to a specific licensed operator. Apps that deliver this service do not in themselves ‘make provision’ for the invitation or acceptance of private hire bookings. Only a licensed operator can ‘make provision’ for the invitation or acceptance of a booking.
- While it is perfectly legal for an app to put a customer directly in touch with a licensed hackney carriage driver, any app that puts a customer directly in touch with a private hire driver without the booking being accepted by an operator first is illegal, unless the driver in question is a licensed operator themselves.
- Certain details, such as the date of the booking, must be recorded by operators before the start of each journey. There is no obligation to record the main destination at the time of booking unless it is specified by the customer.
- There is no obligation to quote a fare when making a booking via a private hire app unless a quote is requested.
- Smart phones used by private hire drivers – which act as GPS tracking devices to measure journey distances and relay information so that fares can be calculated remotely from the vehicle – do not constitute the equipping of a vehicle with a taxi meter.

Further discussion with the taxi and private hire trades will take place in the coming weeks to help ~~formalise~~ clarify the regulatory framework for this rapidly developing technology to ensure that the current highest standards of public safety and customer service in the trades are maintained.

Ends

Notes to Editors

- Only a private hire operator licensed by TfL can make provision for the invitation or acceptance of, or accept, a booking for the purpose of private hire in London. A licensed private hire operator has to meet a number of legal and regulatory requirements and is subject to regular compliance audits and checks to maintain public safety and promote a high quality service to customers.

- Any private hire operator found not to comply with these requirements will be subject to action which can include the suspension or revocation of its licence.
- Private hire apps may either direct a potential passenger to a choice of licensed private hire operators or transmit the passenger's request directly to a licensed operator who will then accept and record the booking and allocate a driver. From TfL's perspective, the essential aspect is that an app facilitates a customer to be put in direct contact with a licensed private hire operator. Any app that puts a passenger in direct contact with a driver for the purpose of a private hire is illegal and TfL will take appropriate action against the person responsible for the app.

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London | 11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail: silkakennedy-xxxx@xxx.xxx.xx



Visit www.tfl.gov.uk/yearofthebus for information about Year of the Bus.

From: Maskell Dan (Press Office)
Sent: 08 April 2014 11:26
To: 'Isabel Dedring'; Everitt Vernon; Carter Howard; Hayward Siwan; Kennedy-Todd Silka
Cc: Emmerson Garrett; McConochie Mark; Daniels Leon; Brown Matt; Ross Stuart; Chapman Helen (TPH); Clarke Andrea (Exc); Gourley Jennifer; Rogan Kerri; Steve Wrelton; Sarah Gasson
Subject: RE: FOR FINAL CLEARANCE - TfL press release - policy stance on taxi and private hire apps

Thanks Isabel.

Leon, Howard and Garrett – are you content?

Kind regards

Dan

From: Isabel Dedring [<mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx>]
Sent: 08 April 2014 11:09
To: Maskell Dan (Press Office); Everitt Vernon; Carter Howard; Hayward Siwan; Kennedy-Todd Silka

Cc: Emmerson Garrett; McConochie Mark; Daniels Leon; Brown Matt; Ross Stuart; Chapman Helen (TPH); Clarke Andrea (Exc); Gourley Jennifer; Rogan Kerri; Steve Wrelton; Sarah Gasson
Subject: RE: FOR FINAL CLEARANCE - TfL press release - policy stance on taxi and private hire apps

Wont have chance to clear properly so is ok as is

-----Original Message-----

From: Maskell Dan (Press Office) [REDACTED]
Sent: Tuesday, April 08, 2014 11:08 AM GMT Standard Time
To: xxxxxxxxxxxx@xxx.xxx; xxxxxxxxxxxx@xxx.xxx; Hayward Siwan; silkakennedy-xxxx@xxx.xxx.xx
Cc: xxxxxxxxxxxx@xxx.xxx; McConochie Mark; xxxxxxxxxxxx@xxx.xxx; Matt Brown; [REDACTED] tfl.gov.uk; Chapman Helen (TPH); Clarke Andrea (Exc); Gourley Jennifer; Rogan Kerri; Isabel Dedring; Steve Wrelton; Sarah Gasson
Subject: FOR FINAL CLEARANCE - TfL press release - policy stance on taxi and private hire apps

Good morning,

Further to Vernon's email – please find below a tweaked press release making the trade's role in shaping the regulatory framework for apps clearer.

I have added the final sentence to wrap the release up – because it would be strange to end on a bullet point. Am I correct in assuming that the discussion with the trades will be ongoing in the coming weeks?

The plan is to issue this press release to taxi and private hire trade media at 14:00 – following today's final briefing to the taxi trade.

Kind regards

Dan

TfL invites trades to help shape regulatory framework for taxi and private hire apps

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- **TfL sets out provisional position and invites trades to help shape regulation of this rapidly developing area**

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Ends

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-----Original Message-----

From: Everitt Vernon

Sent: 08 April 2014 10:36

To: Carter Howard; Hayward Siwan; Kennedy-Todd Silka; Maskell Dan (Press Office)

Cc: Emmerson Garrett; McConochie Mark; Daniels Leon; Brown Matt; Ross Stuart; Chapman Helen (TPH); Clarke Andrea (Exc); Gourley Jennifer; Rogan Kerri; 'xxxxxx.xxxxxxx@xxxxxx.xxx.xx'; '[REDACTED]'; '[REDACTED]'

Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi and private hire apps

Isabel (copied in for speed) has asked for us to make it clearer that these are provisional views and that we want to work with the industry to shape the future. Dan will have a go at this, including reflecting the tone of para 4 throughout. It does not mean wholesale change but some tweaks and a changed heading.

Vernon

Vernon Everitt

Managing Director, Customer Experience, Marketing & Communications,
Transport for London 11th floor, Windsor House
42-50 Victoria Street
London
SW1H 0TL

Email: xxxxxxxxxxxxx@xxx.xxx.xx

Tel: [REDACTED]

Mob: [REDACTED]

----- Original Message -----

From: Carter Howard

Sent: Tuesday, April 08, 2014 12:15 AM

To: Hayward Siwan; Kennedy-Todd Silka; Maskell Dan (Press Office)

Cc: Everitt Vernon; Emmerson Garrett; McConochie Mark; Daniels Leon; Brown
Matt; Ross Stuart; Chapman Helen (TPH); Clarke Andrea (Exc); Gourley
Jennifer; Rogan Kerri

Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi and
private hire apps

[REDACTED]

[REDACTED]

[REDACTED]

----- Original Message -----

From: Hayward Siwan

Sent: Monday, April 07, 2014 11:25 PM

To: Kennedy-Todd Silka; Carter Howard; Maskell Dan (Press Office)

Cc: Everitt Vernon; Emmerson Garrett; McConochie Mark; Daniels Leon; Brown
Matt; Ross Stuart; Chapman Helen (TPH); Clarke Andrea (Exc); Gourley
Jennifer; Rogan Kerri

Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi and
private hire apps

[REDACTED]

[REDACTED]

[REDACTED]

Siwan

Siwan Hayward
Head of Transport Policing
Transport for London
[REDACTED]

Sent from Blackberry

----- Original Message -----

From: Kennedy-Todd Silka
Sent: Monday, April 07, 2014 10:37 PM
To: Carter Howard; Maskell Dan (Press Office)
Cc: Everitt Vernon; Emmerson Garrett; McConochie Mark; Daniels Leon; Brown Matt; Ross Stuart; Chapman Helen (TPH); Hayward Siwan; Clarke Andrea (Exc); Gourley Jennifer; Rogan Kerri
Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi and private hire apps

[REDACTED]

Silka

----- Original Message -----

From: Carter Howard
Sent: Monday, April 07, 2014 10:26 PM
To: Maskell Dan (Press Office)
Cc: Everitt Vernon; Emmerson Garrett; McConochie Mark; Kennedy-Todd Silka; Daniels Leon; Brown Matt; Ross Stuart; Chapman Helen (TPH); Hayward Siwan; Clarke Andrea (Exc); Gourley Jennifer; Rogan Kerri
Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi and private hire apps

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Sent from my iPad

> On 7 Apr 2014, at 22:02, "Maskell Dan (Press Office)"

> <[REDACTED]> wrote:

>

> Will do, Vernon.

>

> I await further instructions.

>

>

> ----- Original Message -----

> From: Everitt Vernon

> Sent: Monday, April 07, 2014 10:01 PM GMT Standard Time

> To: Carter Howard; Emmerson Garrett; McConochie Mark; Kennedy-Todd

> Silka; Daniels Leon; Brown Matt; Ross Stuart

> Cc: Chapman Helen (TPH); Hayward Siwan; Clarke Andrea (Exc); Gourley

> Jennifer; Maskell Dan (Press Office); Rogan Kerri

> Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi

> and private hire apps

>

> Dan

>

> Hold off sending to City Hall until Howard has had a chance to look at this.

>

> Vernon

>

> Vernon Everitt

> Managing Director, Customer Experience, Marketing & Communications,

> Transport for London 11th floor, Windsor House

> 42-50 Victoria Street

> London

> SW1H 0TL

>

> Email: xxxxxxxxxxxxxx@xxx.xxx.xx

> Tel: [REDACTED]

> Mob: [REDACTED]

>

> ----- Original Message -----

> From: Carter Howard

> Sent: Monday, April 07, 2014 10:00 PM

> To: Everitt Vernon; Emmerson Garrett; McConochie Mark; Kennedy-Todd

> Silka; Daniels Leon; Brown Matt; Ross Stuart

> Cc: Chapman Helen (TPH); Hayward Siwan; Clarke Andrea (Exc); Gourley

> Jennifer; Maskell Dan (Press Office)

> Subject: RE: FOR CLEARANCE - TfL press release - policy stance on taxi

> and private hire apps

>

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>

> Howard

>

> From: Everitt Vernon

> Sent: 07 April 2014 21:50

> To: Emmerson Garrett; Carter Howard; McConochie Mark; Kennedy-Todd

> Silka; Daniels Leon; Brown Matt; Ross Stuart

> Cc: Chapman Helen (TPH); Hayward Siwan; Clarke Andrea (Exc); Gourley

> Jennifer; Maskell Dan (Press Office)

> Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi
> and private hire apps

>

>

>

> Vernon

>

> Vernon Everitt

> Managing Director, Customer Experience, Marketing & Communications,

> Transport for London 11th floor, Windsor House

> 42-50 Victoria Street

> London

> SW1H 0TL

>

> Email: xxxxxxxxxxxxxxx@xxx.xxx.xx

> Tel: [REDACTED]

> Mob: [REDACTED]

>

> From: Emmerson Garrett

> Sent: Monday, April 07, 2014 09:36 PM

> To: Carter Howard; McConochie Mark; Kennedy-Todd Silka; Everitt

> Vernon; Daniels Leon; Brown Matt; Ross Stuart

> Cc: Chapman Helen (TPH); Hayward Siwan; Clarke Andrea (Exc); Gourley

> Jennifer; Maskell Dan (Press Office)

> Subject: Re: FOR CLEARANCE - TfL press release - policy stance on taxi
> and private hire apps

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> Howard

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> Hi Mark
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[REDACTED]

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> Thanks
> Silka
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> From: McConochie Mark
> Sent: 07 April 2014 15:58
> To: Kennedy-Todd Silka; Maskell Dan (Press Office)
> Cc: Chapman Helen (TPH); Hayward Siwan; Carter Howard; Clarke Andrea
> (Exc); Gourley Jennifer
> Subject: RE: FOR CLEARANCE - TfL policy stance on taxi and private
> hire apps

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> [REDACTED]

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> From: Kennedy-Todd Silka
> Sent: 07 April 2014 13:58
> To: Maskell Dan (Press Office); McConochie Mark
> Cc: Chapman Helen (TPH); Hayward Siwan; Carter Howard; Clarke Andrea
> (Exc); Gourley Jennifer
> Subject: RE: FOR CLEARANCE - TfL policy stance on taxi and private
> hire apps
> Importance: High
>
> Dan and Mark
>

> Attached is a revised version of the press release, which I've run past
Siwan (who was content it reflected hers and Helen's conversation last
week), and which Garrett has commented on and cleared. I don't believe that
Leon's quote will have been cleared at this stage.

>

> All (but particularly Mark!) please can you take a look and let Dan know
if you've any comments ASAP so we can get on with the clearance process for
this. My understanding is that this press release should be on general
release (that's the impression Garrett has had from his conversation with
Vernon on this) not only be sent to the TPH trade, and that it should go
out tomorrow afternoon. It should certainly be of interest to the tech
press, including tech journalists in business publications.

>

> Note that the meeting with the private hire trade will take place from
11.00 - 12.30 and the taxi meeting will run from 13.00 - 14.00.

>

> Thanks
> Silka

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> Sent: 03 April 2014 09:54
> To: Maskell Dan (Press Office)
> Cc: Chapman Helen (TPH); Hayward Siwan; Carter Howard; Clarke Andrea
> (Exc); Gourley Jennifer; Kennedy-Todd Silka
> Subject: RE: FOR CLEARANCE - TfL policy stance on taxi and private
> hire apps

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> Dan,

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> From: Maskell Dan (Press Office)

> Sent: 02 April 2014 13:05

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>
>
> From: Maskell Dan (Press Office)
> Sent: 01 April 2014 23:24
> To: Daniels Leon; Everitt Vernon; Hayward Siwan; Emmerson Garrett;
> Burton Steve (ST); Carter Howard; McConochie Mark; Chapman Helen (TPH)
> Cc: Rogan Kerri; Ross Stuart; Brown Matt; Jabbal Jasmit; Taylor Lisa;
> Kennedy-Todd Silka; Bennett Victoria (ST); Shrestha Rumi
> Subject: Re: FOR CLEARANCE - TfL policy stance on taxi and private
> hire apps
>
> OK, thanks Leon. I will hold fire and wait further instructions.
>
>
> From: Daniels Leon
> Sent: Tuesday, April 01, 2014 11:22 PM GMT Standard Time
> To: Maskell Dan (Press Office); Everitt Vernon; Hayward Siwan;
> Emmerson Garrett; Burton Steve (ST); Carter Howard; McConochie Mark;
> Chapman Helen (TPH)
> Cc: Rogan Kerri; Ross Stuart; Brown Matt; Jabbal Jasmit; Taylor Lisa;
> Kennedy-Todd Silka; Bennett Victoria (ST); Shrestha Rumi
> Subject: Re: FOR CLEARANCE - TfL policy stance on taxi and private
> hire apps
>
> Dan
>
> Has shifted hugely. We are compelled to sit on our hands until the Mayor
is briefed.
>
> No trouble agreeing the lines but no longer critical for Wed
>
> Cheers
>
>
> Leon
>
> From: Maskell Dan (Press Office)
> Sent: Tuesday, April 01, 2014 10:48 PM
> To: Everitt Vernon; Hayward Siwan; Daniels Leon; Emmerson Garrett;
> Burton Steve (ST); Carter Howard; McConochie Mark; Chapman Helen (TPH)
> Cc: Rogan Kerri; Ross Stuart; Brown Matt; Jabbal Jasmit; Taylor Lisa;
> Kennedy-Todd Silka; Bennett Victoria (ST); Shrestha Rumi
> Subject: FOR CLEARANCE - TfL policy stance on taxi and private hire
> apps
>
> All,
>
> Taking Helen and Siwan's feedback on board, please find below an amended
press release. For ease of reference amendments are in red.
>
> Please can you advise me on next steps. I spoke with Uber's PR person
today and said I would update him tomorrow and I am conscious plans may
have shifted subtly since this morning.
>

> Kind regards

>

> Dan

>

>

>

> [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

>

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[REDACTED]

>

> [REDACTED]

[illegible]

>

>

> Sent: 01 April 2014 17:04
> To: Daniels Leon; Emerson Garrett; Burton Steve (ST); Hayward Siwan;
> Carter Howard; McConochie Mark; Chapman Helen (TPH)
> Cc: Everitt Vernon; Rogan Kerri; Ross Stuart; Brown Matt; Jabbal
> Jasmit; Taylor Lisa; Kennedy-Todd Silka; Bennett Victoria (ST);

> Shrestha Rumi
> Subject: FOR CLEARANCE - TfL policy stance on taxi and private hire
> apps
> Importance: High
>
> Good evening,
>
> Please find below, as requested, a draft press release regarding TfL's
policy stance on taxi and private hire apps.
>
> My strong suggestion is that this is sent to taxi and private hire trade
publications only - as this issue has not entered the mainstream media
domain.
>
> I understand the planned briefings for taxi and private hire trades have
been cancelled tomorrow. Is this the case? Is there still a desire to
issue this press release tomorrow or will this coincide with re-scheduled
trade briefings?
>
> I have also provided, below, some reactive press lines - specifically on
the (separate) Uber issue.
>
> Vernon has reviewed and approved the press release and reactive lines.
>
> Kind regards
>
> Dan
>
>
>
> Dan Maskell | Head of Press Desk - Surface Transport
>
> Transport for London Press Office, 11R3, Windsor House, 50 Victoria
Street, London, SW1H 0TL
> Tel: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED] | Web:
> www.tfl.gov.uk<<http://www.tfl.gov.uk/>>
>
> The main press office number is 0845 604 4141
>
>
> [cid:image001.jpg@01CF528B.781BBFD0]
> Visit www.tfl.gov.uk/yearofthebus<<http://www.tfl.gov.uk/yearofthebus>> for
information about Year of the Bus.
>

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From: Isabel Dedring
To: Barton Glynn (ST); Emmerson Garrett; Tim Steer
Cc: Anita Chen; Taylor Lisa; Bristow Alan (ST)
Subject: Re: FPC Presentation
Date: 05 June 2014 08:15:37

Glynn

Sadly I can't open either of these as the file size is too big for our email, it's blocked
Am at Palestra from 9am onwards if someone cd bring me copies? Just ring me [REDACTED] and I can let you know where I am
Thx

----- Original Message -----

From: Barton Glynn (ST) [mailto:[REDACTED]]
Sent: Wednesday, June 04, 2014 07:09 PM
To: Isabel Dedring; garrettemmerson@tfl.gov.uk; Tim Steer
Cc: Anita Chen; Taylor Lisa <[REDACTED]> Bristow Alan (ST) <[REDACTED]>
Subject: FPC Presentation

Isabel

As requested revised FPC presentation attached
Regards
Glynn

-----Original Message-----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: 04 June 2014 11:08
To: Emmerson Garrett; Tim Steer; Barton Glynn (ST)
Cc: Anita Chen; Taylor Lisa
Subject: Re: Ppt's

That's ok

----- Original Message -----

From: Emmerson Garrett [mailto:GarrettEmmerson@tfl.gov.uk]
Sent: Wednesday, June 04, 2014 11:04 AM
To: Isabel Dedring; Tim Steer; Barton Glynn (ST) <[REDACTED]>
Cc: Anita Chen; Taylor Lisa <[REDACTED]>
Subject: Re: Ppt's

Ps - am meeting Glynn at 4pm this afternoon to go through a revised deck so won't be until after then

G

----- Original Message -----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: Wednesday, June 04, 2014 10:38 AM
To: Emmerson Garrett; Tim Steer <[REDACTED]> Barton Glynn (ST)
Cc: Anita Chen <[REDACTED]>
Subject: Re: Ppt's

Super many thx

A can you keep an eye out

----- Original Message -----

From: Emmerson Garrett [mailto:GarrettEmmerson@tfl.gov.uk]
Sent: Wednesday, June 04, 2014 10:36 AM
To: Isabel Dedring; Tim Steer; Barton Glynn (ST) <[REDACTED]>
Subject: Re: Ppt's

Yep no probs

G

----- Original Message -----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: Wednesday, June 04, 2014 10:28 AM
To: Emmerson Garrett; Tim Steer <[REDACTED]> Barton Glynn (ST)
Subject: Ppt's

Guys

Can I see the revised liebreich and fpc presentations before they are finalised? I am sure they will be great but just to double check Thanks

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From: [Emmerson Garrett](#)
To: [Hendy Peter \(TfL\)](#); [Daniels Leon](#); "[isabel.dedring@london.gov.uk](#)"
Cc: [Hudson Teresa](#)
Subject: RE: Fwd: One app, every street. Get a car wherever you need it
Date: 10 April 2014 17:38:00

Well they always said they would follow Uber if we concluded their app was legitimate....Since we told them our views on Tuesday, I'm only surprised it took them two days!...however we now have the absurd situation that Steve Wright and the LPHCA are arguing vociferously for us to change our view on an operating practice that their biggest individual member is now adopting!



Garrett

From: Hendy Peter (TfL)
Sent: 10 April 2014 17:20
To: Daniels Leon; Emmerson Garrett; 'isabel.dedring@london.gov.uk'
Cc: Hudson Teresa
Subject: Fw: Fwd: One app, every street. Get a car wherever you need it

Just a coincidence this has come today?
Peter

From: Peter Hendy [[mailto:](#) 
Sent: Thursday, April 10, 2014 05:09 PM
To: Hendy Peter (TfL)
Subject: Fwd: One app, every street. Get a car wherever you need it

Begin forwarded message:

From: "Addison Lee" <updates@addisonleebookings.com>
Date: 10 April 2014 16:48:01 BST
To: " <
Subject: One app, every street. Get a car wherever you need it
Reply-To: "Addison Lee" <re-1S8D-2D5HO-DTFFYC-BZOG8@addisonleebookings.com>



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From: [Emmerson Garrett](#)
To: [Hendy Peter \(TfL\)](#); [Daniels Leon](#); "xxxxxx.xxxxxxx@xxxxxx.xxx.xx"
Cc: [Hudson Teresa](#)
Subject: RE: Fwd: One app, every street. Get a car wherever you need it
Date: 10 April 2014 17:50:00

We will have to, to check they are complying with the process, in exactly the same way we did with Uber – we will need to be sure of the routing of bookings etc via the operator. However as it's a change to an already established app, essentially all they will be doing is removing the requirement to enter a destination from their existing app booking process. I would therefore expect this to be more straight forward than the Uber investigation. Won't be tomorrow though as every single one of our compliance officers will quite literally be camped out in Uber's offices going through all of their records!

G

From: Hendy Peter (TfL)
Sent: 10 April 2014 17:43
To: Emmerson Garrett; Daniels Leon; 'xxxxxx.xxxxxxx@xxxxxx.xxx.xx'
Cc: Hudson Teresa
Subject: Re: Fwd: One app, every street. Get a car wherever you need it

Have you looked at the detail - assume you have and they've changed it?
Peter

From: Emmerson Garrett
Sent: Thursday, April 10, 2014 05:38 PM
To: Hendy Peter (TfL); Daniels Leon; 'xxxxxx.xxxxxxx@xxxxxx.xxx.xx' <[xxxxxx.xxxxxxx@xxxxxx.xxx.xx](#)>
Cc: Hudson Teresa
Subject: RE: Fwd: One app, every street. Get a car wherever you need it

Well they always said they would follow Uber if we concluded their app was legitimate....Since we told them our views on Tuesday, I'm only surprised it took them two days!...however we now have the absurd situation that Steve Wright and the LPHCA are arguing vociferously for us to change our view on an operating practice that their biggest individual member is now adopting!

Garrett

From: Hendy Peter (TfL)
Sent: 10 April 2014 17:20
To: Daniels Leon; Emmerson Garrett; 'xxxxxx.xxxxxxx@xxxxxx.xxx.xx'
Cc: Hudson Teresa
Subject: Fw: Fwd: One app, every street. Get a car wherever you need it

Just a coincidence this has come today?
Peter

From: Peter Hendy [[mailto: \[REDACTED\]](#)]
Sent: Thursday, April 10, 2014 05:09 PM
To: Hendy Peter (TfL)
Subject: Fwd: One app, every street. Get a car wherever you need it

Begin forwarded message:

From: "Addison Lee" <[xxxxxxx@xxxxxxxxxxxxxxxxxxxxxx](#)>
Date: 10 April 2014 16:48:01 BST
To: "[REDACTED]" <[REDACTED]>

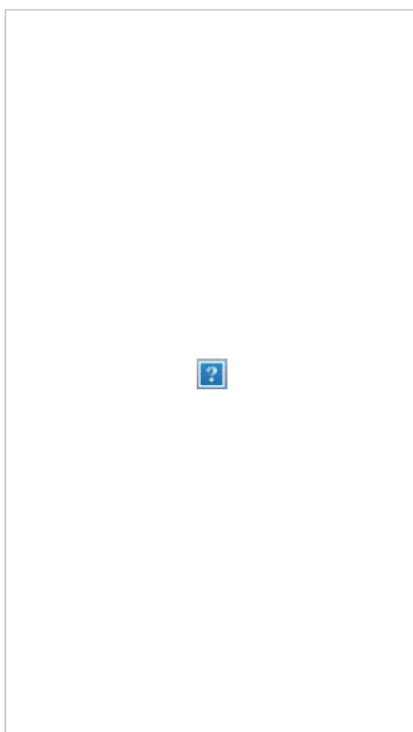
Subject: One app, every street. Get a car wherever you need it

Reply-To: "Addison Lee" <re-1S8D-2D5HO-DTFFYC-BZOG8@addisonleebookings.com>

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: Re: Green taxi
Date: 16 January 2014 20:27:03

Well said

Yes kudos they get are well deserved and of course well done to you for getting it all mobilised

Thanks again

----- Original Message -----

From: Emmerson Garrett [<mailto:GarrettEmmerson@tfl.gov.uk>]
Sent: Thursday, January 16, 2014 08:09 PM
To: Isabel Dedring
Subject: Re: Green taxi

Thanks Isabel

The team will be very appreciative, they worked fantastically hard to pull the event together. They say in TV that you should never work with children and animals - obviously in transport that mantra should extend to taxi manufacturers as well!

Garrett

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Thursday, January 16, 2014 06:23 PM
To: Emmerson Garrett; Daniels Leon; Kennedy-Todd Silka
Cc: Tim Steer <[REDACTED]>; Elliot Treharne <[REDACTED]>; Sarah Gasson <[REDACTED]>; Jessica Roscoe <[REDACTED]>; [REDACTED] <[REDACTED]>; Shaffrey Cian; Matthew Pencharz <[REDACTED]>; Christian Van Der Nest <[REDACTED]>; Hendy Peter (TfL); Chapman Helen (TPH); Steve Wrelton <[REDACTED]>; Ross Stuart; Maskell Dan (Press Office); Brown Matt
Subject: Green taxi

Team

Can I just say thanks, in particular to Garrett and Silka, for organising a fantastically-attended and professional-looking event today. The remarkable attendance by international media, unprecedented since the Games, is a testament to how much interest there is in this project.

Have also copied in some people who helped kick this off initially and who deserve some credit too :)

Apologies to anyone I have left off the list

Onwards and upwards to getting them on to the streets!

Thanks again, well done

Isabel

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From: [Isabel Dedring](#)
To: [Skelley Dana \(ST\)](#); [Sarah Gasson](#)
Cc: [transportdesk](#); [Jenna Oxley](#); [Emmerson Garrett](#); [Daniels Leon](#); [Kennedy-Todd Silka](#); [Berthoz Agnes \(ST\)](#)
Subject: Re: Hammersmith Flyover closure press release
Date: 15 May 2014 14:26:35
Attachments: [image001.png](#)
[image002.png](#)

Many thanks that's fine

From: Skelley Dana (ST) [mailto:████████████████████]
Sent: Thursday, May 15, 2014 02:11 PM
To: Isabel Dedring; Sarah Gasson
Cc: transportdesk; Jenna Oxley; xxxxxxxxxxxxxxxx@xxx.xxx.xx; leondaniels@tfl.gov.uk; Skelley Dana (ST) <████████████████████> xxxxxxxxxxxxxxxx@xxx.xxx.xx; Berthoz Agnes (ST) <████████████████████>
Subject: Hammersmith Flyover closure press release

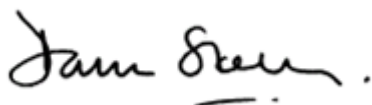
Dear Isabel,

Prior to confirming the weekend closures communication strategy, TfL consulted closely with Delyth Bowen, Comms Officer, Rob Mansfield, Head of Press, and Transport Officers Ian Hawthorn and Michael Allen. The objective of the consultation was to agree our communication strategy about the closures, timings, communication channels, content of information letters/newsletters and distribution boundaries.

We have confirmation that they in turn have briefed Mahmood Siddiqi, Nigel Pallace, Nicolas Botterill and Victoria Brockelbank-Fowler.

Further to this, the attached email is being sent to borough officers and key stakeholders today, with a copy of the letter to be sent to residents.

regards,



Dana Skelley
Director of Asset Management
Transport for London
████████████████████

Palestra ▪ 8th Floor Zone R4 ▪ 197 Blackfriars Road ▪ London ▪ SE1 8NJ

Telephone: ██████████ ▪ Direct Dial: ██████████

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From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: 14 May 2014 17:37
To: Sarah Gasson
Cc: transportdesk; Jenna Oxley; Emmerson Garrett; Daniels Leon; Skelley Dana (ST)
Subject: Re: Hammersmith Flyover closure press release

Ok

Garrett can I confirm someone has spoken to LBHF at a senior level??

From: Sarah Gasson
Sent: Wednesday, May 14, 2014 05:22 PM
To: Isabel Dedring
Cc: transportdesk; Jenna Oxley
Subject: Hammersmith Flyover closure press release

Hi Isabel,

Please see below a draft press release for the Hammersmith Flyover weekend works, which TfL are planning to issuing on Friday to tie in with the other planned communications on this work.

Please let us know if you have any concerns with the release.

Thanks
Sarah

“One-way” weekend resurfacing works to be carried out on Hammersmith Flyover from 30 May

- **Flyover to be closed to traffic in one direction for ten weekends until mid August to allow structure to be fully waterproofed**
- **Work will reduce the need for further maintenance in the future**
- **Improvement work has been scheduled to ensure it is undertaken with the minimum disruption possible**
- **Affected traffic to be diverted via the A40 Western Avenue**

As part of the ongoing final phase of maintenance works, the Hammersmith Flyover will be closed in one direction for 10 weekends from 30 May, to allow concrete deck repairs, resurfacing and waterproofing works on the structure to be completed.

The closures will allow TfL to carry out waterproofing works which can not be carried out while traffic is using the structure. This will help extend the life of the flyover, ensuring this vital road network can continue serving London for years to

come.

During the weekend closures, which will be in place from 10.30pm on Friday until 5am on Monday morning at the latest, any affected traffic will be diverted via the road network beneath the flyover and the A40 Western Avenue. This will be clearly signed to diverted traffic. The eastbound carriageway will be closed for the first five weekends, before switching to the westbound carriageway for the remaining five weekends.

The repairs have been carefully designed to be carried out in the shortest timeframe possible, helping to keep road disruption to a minimum. The works have also been coordinated to avoid other works planned in the local area later this summer, including works to the Hogarth Flyover and Putney Bridge.

Dana Skelley, Director of Roads at TfL, said: "Our work to complete vital maintenance works to the Hammersmith Flyover are progressing well. These weekend closures are required to allow us to complete the next section of works as quickly as possible. Our overriding focus when planning these weekend works has been to keep disruption to a minimum and we are ensuring that any affected drivers will have a clear, signed diversion route to help them complete their journey."

Since October 2013, TfL has been working to complete the second and final phase of works, which will see the remaining 11 of the flyover's spans strengthened in a similar fashion to the five that were repaired during 2012. These works have been primarily carried out overnight to reduce disruption to road users and local residents.

Work on the structure is progressing well, with work to upgrade the central reservation and drainage within the structure now fully underway. The first of the new strengthening cables will start being installed from August 2014 and, later this year, steel bearings within the structure will also be replaced.

TfL has worked with key partners, including the local boroughs, to ensure that the improvement work has been scheduled to ensure these works are undertaken with the minimum of disruption. TfL has written to all local residents to inform them of the refurbishment, as well as to other key stakeholders such as businesses and local transport groups. More details about the refurbishment work are available on TfL's website at www.tfl.gov.uk/hammersmithflyover

The restoration of the Hammersmith Flyover forms part of TfL's ongoing work to bring London's roads to a state of good repair. The Mayor and TfL are doubling their investment in the network from £2 billion to £4 billion across the next 10 years, helping to deliver the recommendations of the Mayor's Roads Task Force (RTF) to tackle the challenges facing London's streets and roads.

For the latest travel information, please visit www.tfl.gov.uk/trafficnews or follow @tfltrafficnews

Ends

Notes to Editors:

-

- TfL manages and maintains twelve tunnels, as well as more than 1,800 structures on the TfL Road Network, including bridges, flyovers, footbridges, retaining walls, subways and culverts.
- TfL continues to support the London Borough of Hammersmith and Fulham as it works up more detailed proposals for its ambitious plans to create a new road tunnel underneath Hammersmith. Any plan to replace the flyover would need to be funded through the wider redevelopment of the area.

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From: [Isabel Dedring](#)
To: [Daniels Leon](#); [Roisha Hughes](#)
Cc: [Taylor Lisa](#); [Hendy Peter \(TfL\)](#); [Emmerson Garrett](#); [Tim Steer](#); [Nick Waterman](#)
Subject: Re: Heathrow Airport taxi charges (TfL Board decision)
Date: 13 May 2014 13:34:24

Fine with me

From: Daniels Leon [mailto:xxxxxxxxxxx@xxx.xxx.xx]
Sent: Tuesday, May 13, 2014 01:23 PM
To: Roisha Hughes
Cc: Taylor Lisa <[REDACTED]> Isabel Dedring; xxxxxxxxxxx@xxx.xxx.xx;
xxxxxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: Heathrow Airport taxi charges (TfL Board decision)

Roisha/Isabel

I have seen [REDACTED] second letter to the Mayor dated 1st May.

I have recently met with the London City Airport Director. At my suggestion they are coming forward with detailed explanation of the costs incurred by them in providing decent taxi facilities, the extent to which those costs are being absorbed within the business, and a justification for the balance to be shared amongst the users.

This is hoped to demonstrate that they are not seeking to profiteer from the charge, have a mechanism in place to ensure costs are not excessive, and are taking some of the pain themselves.

Rather than continue correspondence ping-pong between the Mayor and [REDACTED] why don't I take the same approach with my opposite number at Heathrow Airport?

In order to be ready by the September TfL Board, I have to have something in place for discussion at the next Surface Transport Panel (to allow Messrs Oddy and Wright to speak freely).

On that basis would be good to have a direct dialogue now.

If you agree the Mayor could write back simply in two lines and say I will discuss further with them.

Thanks

Leon

Leon Daniels
Managing Director Surface Transport
Transport for London

[REDACTED]

YOTB_MASTER_LOGOS



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about Year of the Bus.

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From: [Isabel Dedring](#)
To: [Elliot Treharne](#); [Matthew Pencharz](#)
Cc: [Tim Steer](#); [Christian Van Der Nest](#); [Emmerson Garrett](#)
Subject: Re: Intelligence - LTC/Geely potential intellectual property claim against Nissan
Date: 14 March 2014 17:45:29

What is she talking about?!?! Last agreement was that THEY (Nissan) owe us their requirements on number and location of chargers

Which they never delivered

Garrett cc'd

Can I just be clear who is doing what on the chargepoints?!

From: Elliot Treharne
Sent: Friday, March 14, 2014 05:04 PM
To: Isabel Dedring; Matthew Pencharz
Cc: Tim Steer; Christian Van Der Nest
Subject: Intelligence - LTC/Geely potential intellectual property claim against Nissan

Hi Isabel / Matthew

At the IER / Bolloré launch event on Wednesday I bumped into [REDACTED] from Nissan. She said LTC / Geely were making threatening noises about launching an intellectual property claim against Nissan. I'm sure it's just scare tactics but shows Geely is getting more aggressive.

[REDACTED] also said Nissan were looking to us to develop a plan re: rapid chargers and they had fed into TfL's feasibility study. She repeated the offer that Nissan would cover the cost of 100 rapid chargers as part of a coherent plan.

Thanks and have a good weekend.

Elliot

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From: [Isabel Dedring](#)
To: [Daniels Leon](#); [Hendy Peter \(TfL\)](#)
Cc: [Branks Kirsten](#); [Rogan Kerri](#); [Emmerson Garrett](#); [Allen Steve \(MD Finance\)](#); [Everitt Vernon](#); [Quearney Carol \(ST\)](#); [MacKay Christine](#); [Gordon Deborah](#); [Shrestha Rumi](#); [Taylor Lisa](#); [Anita Chen](#)
Subject: RE: IPB
Date: 21 May 2014 16:50:33

we shd mention in passing to BJ tomorrow

A - for bf

-----Original Message-----

From: Daniels Leon [[xxxxxxxxxxxx@xxx.xxx.xx](#)]
Sent: Wednesday, May 21, 2014 04:42 PM GMT Standard Time
To: [xxxxxxxxxxxx@xxx.xxx.xx](#); Isabel Dedring
Cc: Branks Kirsten; Rogan Kerri; [xxxxxxxxxxxx@xxx.xxx.xx](#); Allen Steve (MD Finance); [xxxxxxxxxxxx@xxx.xxx.xx](#); Quearney Carol (ST); MacKay Christine; Gordon Deborah; [REDACTED] Taylor Lisa; [xxxxxxxxxxxx@xxx.xxx.xx](#)
Subject: RE: IPB

We had arranged for the item to be first up on the IPB agenda to allow Garrett to attend and front the discussion. However, yesterday morning we were told that the item was to be taken at 3.30pm to allow for Ed Lister's attendance. Whilst we explained that Garrett was at an essential meeting with the LTDA and Counsel on apps and potential demonstrations, which could not be moved, we were told that we would have to delegate to someone else. Paul Cowperthwaite stepped in and was the only person available, with sufficient knowledge, at such short notice.

We have been asked to respond to the questions raised by tomorrow (and a response to Q1 today – see below) in the hope that a decision by the Mayor does not need to be deferred.

Should a decision be delayed and the implementation date of 16 June deferred, we anticipate additional costs of c£250,000 and loss of income of c£7-8m (as the increase could not be introduced until October 2014).

Leon

Q1. Impacts of deferring the implementation date of the CC increase from 16 June

System changes

All system changes are required to go through a release schedule. This ensures that they are properly designed and tested and there are robust plans in place to ensure that if there are any issues then these are mitigated against and that the underlying service is not put at risk.

The release schedule is planned in advance and any changes require further planning and assessment. The current plan includes the charge increase change going in on weekend of 14-15 June, ready for the go-live data of the 16 June.

The next available release date is the 3 October. Whilst we can work with IBM on a possible delay to this release there are risks with this approach. Any changes need to be considered with all other planned changes and maintenance work and a suitable date identified, they need resources to be available and need to be properly tested. It is critical that we do not place the current operation at risk and this would need to be considered on an earlier release. As such, currently the first available date is October, and whilst we may be able to delay the current release, this requires further detailed work to properly assess and there are no guarantees that it will be feasible.

There are also some impacts on the planned marketing campaign. These delays are likely to cost up to £250,000 in a worst case scenario.

Lost income

Delaying implementing the charge increase until October would mean an income loss of some £7-8 million.

From: Hudson Teresa **On Behalf Of** Hendy Peter (TfL)

Sent: 21 May 2014 14:22

To: 'Isabel Dedring'; Daniels Leon

Cc: Branks Kirsten; Rogan Kerri; Emmerson Garrett; Allen Steve (MD Finance); Everitt Vernon; Taylor Lisa; Quearney Carol (ST); MacKay Christine; Gordon Deborah; Shrestha Rumi

Subject: RE: IPB

Isabel/Leon,

What happened here?

Peter

From: Rogan Kerri

Sent: 21 May 2014 12:50

To: Hendy Peter (TfL)

Cc: Branks Kirsten; Hudson Teresa

Subject: FW: IPB

Peter

To update you on yesterday's IPB, the con charge item did not get approved as there were a few questions that the Board required further clarification on (see below).

1. Impacts of deferring the implementation date of the CC increase from 16 June
2. Comparison in the rate of increase of public transport fares since 2011
3. Economic Impact analysis of increasing the charge

4. Changes in congestion in the zone and the case for increasing the charge

CC is part of a package of measures to manage congestion including permitting, lane rental, traffic signal etc, but without it you would expect congestion to dramatically increase...

5. If the cost of congestion in the Congestion Zone is valued at £4bn, how does congestion charging mitigate this, and what would the impact be of not increasing the charge

6. Journey costs by car: How has the cost of an average trip changed nationally compared to making a trip in London if travelling through the zone

Leon's team are now working to address the queries, with the aim of getting clearance via IPB by email so there is no impact on the go live date of 16 June.

I will keep you updated on progress

Thanks

Kerri

From: Taylor Lisa
Sent: 21 May 2014 12:33
To: 'Christian Van Der Nest'; Tim Steer
Cc: Cowperthwaite Paul; Kennedy Samantha; Podwiazka Darek (ST); Kennedy-Todd Silka; Rogan Kerri
Subject: RE: IPB

Thanks Christian.

Paul/ [REDACTED] – grateful if you could share the responses with us on the way to Christian – Garrett would like to see them.

I am copying Kerri to keep her in the loop.

L

From: Christian Van Der Nest [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 21 May 2014 11:07
To: Taylor Lisa; Tim Steer
Cc: Cowperthwaite Paul; Kennedy Samantha; Podwiazka Darek (ST); Kennedy-Todd Silka
Subject: RE: IPB

Hi Lisa/Paul/ [REDACTED]

I've put the questions in a better format. There won't be any more than these.

There is an opportunity to still meet the current timeline, so long as we can try to get the

questions answered as soon as possible. Most crucially however, I think we need to have an answer to question 1 in the attached [today](#). Kit Malthouse wanted this deferred to the next IPB in June, but of course this simply doesn't work for us.

If we can put forward the full impact of not going live on 16 June (new implementation date, cost of deferment, abortive marketing costs etc), we should be able to finalise these outstanding concerns by email to the IPB members and therefore not defer to the June IPB – and potentially still meet our intended timelines.

Jamie Izzard is doing the note to the Mayor, and will include all of the concerns that were raised. This will be done this week, and ideally we could then include our supplementary responses.

So timeline for answering questions should ideally be:

- Response to question 1 by this afternoon.
- Responses to questions 2 - 5 by cop tomorrow/early Friday.

Is this possible? Any questions give me a shout.

Thanks

Christian

Christian van der Nest

Transport Manager

Development, Enterprise & Environment

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: [REDACTED] - Mob: [REDACTED]

Email: [REDACTED]

Web: www.london.gov.uk / Switchboard +44 (0)20 7983 4000


From: Taylor Lisa [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 21 May 2014 10:29
To: Christian Van Der Nest; Tim Steer
Cc: Cowperthwaite Paul; Kennedy Samantha; Podwiazka Darek (ST); XXXXXXXXXXXXXXXXXX@XXX.XXX.XX
Subject: FW: IPB

Hi Christian,

The team is of course busy working on material to address all of these questions but could you kindly confirm that these are the only questions we need to answer (do we have the exact points from Jamie Izzard yet?) and also let us know the process we need to go through to now get sign off. Who do we need to send the information to and by when to attempt to hit the Mayoral sign off by the end of the month (is this still feasible)?

Thanks,

Lisa

From: Christian Van Der Nest [<mailto:> 
Sent: 20 May 2014 16:31
To: Cowperthwaite Paul
Subject: FW: IPB

And of course the impacts of deferring the implementation date.

From: Christian Van Der Nest
Sent: 20 May 2014 16:29
To: Cowperthwaite Paul () (
Subject: IPB

Paul




As discussed, the things we needed were:

7. Public transport fares increase over similar period from 2011. (I'll get this)
8. Economic Impact analysis
9. Explanation of the direction of congestion/cars entering the zone in respect of increasing the charge.
10. Explanation of the cost of congestion estimated at £4bn and how the CC mitigates against this.
11. Comparison of the car journey cost nationally compared to if making a journey in London through the zone

This is roughly how I understood it. I'll get the notes from Jamie Izzard asap which will be more reliable in terms of addressing the exact points they want answered.

Thanks

Christian

Christian van der Nest
Transport Manager
Development, Enterprise & Environment
Greater London Authority
City Hall, The Queens Walk, London SE1 2AA
Tel:  - Mob: 
Email: 
Web: www.london.gov.uk / Switchboard +44 (0)20 7983 4000

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From: [Emmerson Garrett](#)
To: ["Isabel Dedring"; "Kit Malthouse"](#)
Cc: [Taylor Lisa](#); [Tim Steer](#)
Subject: RE: Kit/Stephie: A Tech City innovator ... could you possibly help with..
Date: 28 January 2014 13:43:00

Hi Isabel?Kit

I've just actually agreed to meet this company yesterday however the problem they describe is real one - one of the two so called 'little-used' taxi ranks they refer to is in fact Euston Station! The 'countless TfL trials' consist of satisfying us of the safety of their units on the vehicle and taking part in a 3 month trial on them on just 5 vehicles (the other company that participated in the trial, Brightmove, which I know you are also aware of put 25 units on the road)

Both companies have been aware from the very beginning that they were developing their product and taking part in the trial at their own risk, and that the Mayor has yet to take any formal decision on whether to permit taxi-top advertising on an on-going basis. The need for a maximum height requirement stemmed directly from these trials. As you know, we intend to consult formally on this post the May elections, with a view to the Mayor making a final decision by September. In the meantime we have implemented an interim policy to enable those companies that wish to carry on advertising, on the strict understanding that there is no guarantee that the Mayor will say necessarily say yes to their continued use when he makes his final decision in September.

Garrett

-----Original Message-----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: 27 January 2014 18:53
To: Kit Malthouse; Emmerson Garrett
Cc: Taylor Lisa; Tim Steer
Subject: RE: Kit/Stephie: A Tech City innovator ... could you possibly help with

Not sure they are dealing with the right people - Garrett, can you let Kit know the latest position

From: Kit Malthouse
Sent: Monday, January 27, 2014 5:45 PM
To: Isabel Dedring
Subject: FW: Kit/Stephie: A Tech City innovator ... could you possibly help with

A TfL triumph in the making...

From: Stephanie Joslin
Sent: 27 January 2014 17:00
To: 'Theo Bertram'
Cc: Tim Luke; Kit Malthouse; [REDACTED]
Subject: RE: Kit/Stephie: A Tech City innovator ... could you possibly help with

Hi Theo,

I'm cc'ing in Ed Preedy who, before Christmas, offered to help get in touch with the right people and to chase them - Ed, I haven't heard anything back from the taxi/private hire people - is there anything you can do to help get in touch with them re: this? Thanks v much!

Kind regards,
Stephie Joslin
Senior Programme Manager
Regeneration
dd: [REDACTED]
bb: [REDACTED]
City Hall, The Queen's Walk, London SE1 2AA

From: Theo Bertram [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 27 January 2014 16:57
To: Stephanie Joslin
Cc: Tim Luke; Kit Malthouse
Subject: Re: Kit/Stephie: A Tech City innovator ... could you possibly help with

Hi Stephie

I just wanted to follow this up because it looks like the company are about to fold as a result of TfL's handling. Eyetease, led by their CEO Richard Corbett, have successfully developed taxi-top advertising and for the last 4 years have gone through countless TfL trials and tests, costing the company over 250k. Throughout this process, TfL have known the precise height of the product but last week TfL announced that they have implemented a height restriction and they now consider the device to be 16cm too high.

There seems to be some confusion within TfL over how to interpret this policy but as it stands Richard's company are about to lose their backers and fold. Is there anyway to review the decision?

Theo

On Mon, Dec 23, 2013 at 4:30 PM, Stephanie Joslin <[redacted]@[redacted]> wrote:
Hi Tim and Theo,

I've passed this to a colleague in TfL's Surface Transport team - Ed Preedy. He's very responsive and helpful so, even if he can't help directly, he should be able to point us in the right direction.

Will feed back as soon as I've heard back from TfL. Thanks

Kind regards,
Stephie Joslin
Senior Programme Manager
Regeneration

dd: [redacted] tel: [redacted]
bb: [redacted] tel: [redacted] City Hall, The Queen's Walk, London SE1 2AA

-----Original Message-----

From: Tim Luke [mailto:[redacted]@[redacted]]
Sent: 16 December 2013 22:20
To: [redacted] [mailto:[redacted]@[redacted]] Kit Malthouse; Stephanie Joslin
Subject: Kit/Stephie: A Tech City innovator - could you possibly help with

Kit/Stephie

Theo Bertram from Google has kindly highlighted the challenge outlined below for a promising London and Tech City based business that is showing world beating potential. Any thoughts on how we might help out with the below would be awesome, Hope all well
Tim

"There is a young British startup in Tech City, called Eyetease, <<http://eyeteasemedia.com/>> who have developed a brilliant digital advertising banner that sits on top of a taxi. It not only allows real-time location-based advertising (so when the taxi stops outside McDonalds the banner says 'come in now for a cut price Big Mac' and when it gets stuck in traffic outside a cinema it says 'tickets still available for 9pm showing') but it also provides wifi to the passengers in the cab. The company is attracting a lot of international interest, has won tons of awards (from HP, Ogilvy and O2) and is on the brink of a £2m investment but they are being blocked by TfL on the grounds that there are two taxi ranks in London which have a low height barrier and when the device is on the cab it would make these two ranks unreachable. This seems a ludicrous decision (not least because these are two little-used ranks) but TfL are intransigent. Is there any way we can help them? Is there anyone on the Mayor's team who might be able to help them work with TfL to find a solution? It would be a great shame to see one of the UK's great tech city success stories stumped by a tiny bit of bureaucracy like this."

Again, any sage thoughts on how we might try to be helpful here would be terrific
Best
Tim

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From: [Isabel Dedring](#)
To: [Daniels Leon](#); [Tim Steer](#)
Cc: [Emmerson Garrett](#); [Kennedy-Todd Silka](#); [Taylor Lisa](#); [Carter Howard](#); [Anita Chen](#)
Subject: Re: LPHCA - RESTRICTED
Date: 25 March 2014 18:28:06

Many thanks

Lisa/Silka, I assume you will be making sure we have the meeting next wk

From: Daniels Leon [mailto:xxxxxxxxxxx@xxx.xxx.xx]
Sent: Tuesday, March 25, 2014 04:48 PM
To: Isabel Dedring; Tim Steer
Cc: xxxxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxx@xxx.xxx.xx; Taylor Lisa
<[REDACTED]@xxx.xxx.xx>
Subject: LPHCA - RESTRICTED

Isabel,

I called Steve Wright as agreed.

I told him that as a direct consequence of the issues he raised at our official meeting last week regarding Uber I had carried out a compliance exercise to determine whether any of these allegations might be true.

I told him that I had discovered a number of issues which were of serious concern and required to be investigated further. These investigations would take several days.

Given the critical point in these investigations it was our view that it would be very unwise to hold a meeting with the LPHCA (as the originators of the allegations) at this time. This could, I suggested, be later used as evidence to suggest that TfL and LPHCA were in some way colluding to the detriment of Uber. Whilst the meeting was not intended to discuss the allegations, it was materially about the business practices of Uber in relation to pre-booking, destination recording and the use of a mobile devices. Such a discussion could be construed as a separate attempt to collude to the detriment of Uber.

Very reluctantly Steve Wright agreed. His main concern was the prior arrangements, travel, legal counsel, and the reaction of the members who were ready with a media campaign, protest plan and briefing for politicians were all in hand. I indicated that this was precisely the reason for my call. I did not underestimate the difficulties he would have, and that any actions would be a matter for them. Nevertheless, I pointed out, it would be entirely improper in my view to have on record a meeting between our organisations at this time.

I indicated that the matter would not be postponed more than one week.

I also indicated that I was investigating not only the result of the recent compliance check but those conducted in order to grant Uber its licence and subsequently.

Finally, I have written to Steve to confirm our discussion (email attached).

Leon Daniels
Managing Director Surface Transport
Transport for London



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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Anita Chen](#)
Subject: Re: Margins of Thursday meetings
Date: 12 May 2014 18:50:35

Thx! :)

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Monday, May 12, 2014 06:28 PM
To: Isabel Dedring
Cc: Anita Chen
Subject: Re: Margins of Thursday meetings

Re this - yes of course.

(Engineer on the way to Tooley St)

G

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Monday, May 12, 2014 04:39 PM
To: Emmerson Garrett
Cc: Anita Chen <[REDACTED]>
Subject: Margins of Thursday meetings

ANITA â€œ can you put in bf for Thurs thanks

Garrett - Can we discuss BCH meetings in margins of Thurs meetings pls

Material slowly shaping up but I have a few thoughts on the meetings Iâ€™d like to discuss with you

Thanks!

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From: [Isabel Dedring](#)
To: [Elliot Treharne](#); [Emmerson Garrett](#); [Dix Michèle](#)
Cc: [Taylor Lisa](#); [Hendy Peter \(TfL\)](#); [Daniels Leon](#); [Nick Waterman](#); [Tim Steer](#)
Subject: RE: Mayor's 2018 Emmisions Policy
Date: 10 February 2014 16:50:28

Lisa I presume you will pull together a response thanks

From: Elliot Treharne
Sent: 10 February 2014 14:50
To: Isabel Dedring; xxxxxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: 'Taylor Lisa'; xxxxxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxx@xxx.xxx.xx; Nick Waterman; Tim Steer
Subject: RE: Mayor's 2018 Emmisions Policy

Hi Isabel

The ULEZ briefing that went to the Mayor in December said we would tighten the PHV age limit (currently 10 years) to 7 years and all newly licensed PHVs would have to be "Near Zero" (a slight variation on zero emission capable) from 2018. That means that all PHVs will be Near Zero from 2025 vs as estimate of 2033 for taxis.

We can make a strong case that we'll be pushing PHVs harder than taxis (like we did in MAQS), which is justifiable given the different vehicle costs/economics of the two sectors.

Of course we're only at the beginning stages of stakeholder engagement on ULEZ and don't have any final proposals at this stage. However, if it makes the zero emission taxi more acceptable to the trade, there's no reason why we couldn't firm this up more quickly and take the PHV element out to consultation at the same time as for taxis (or make some other kind of signal about our future intent).

I've copied Michèle in as her team has been leading on all the ULEZ analysis and she may want to add more.

Thanks

Elliot

From: Isabel Dedring
Sent: 10 February 2014 12:59
To: 'Bob Oddy'; xxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: 'Taylor Lisa'; Elliot Treharne; xxxxxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxx@xxx.xxx.xx; Nick Waterman
Subject: RE: Mayor's 2018 Emmisions Policy

Bob

We will get you a considered response on this asap

Lisa, Elliot – FYI

Isabel

From: Bob Oddy [mailto: [REDACTED]]
Sent: 10 February 2014 13:04
To: garrettemmerson@tfl.gov.uk
Cc: Isabel Dedring
Subject: Mayor's 2018 Emmisions Policy

Hi Garrett

I cannot over emphasize the resentment growing amongst taxi drivers towards Tfl's reluctance to include private hire vehicles (phv's), in the Mayor's 2018 zero emissions capable dictat. The LTDA contends that there is no logical reason why phv's should not be included, a view which is supported by Tfl's recently published 'Taxi and Minicab Customer Satisfaction Survey'. Page 40 of the survey reports that approximately 60% of phv journeys are undertaken within central London; a number which compares almost exactly with the volume of taxis operating in the same area. The Mayor recently stated that he is prepared to consider including phv's in his future plans; a welcome first step which will be reported in the next edition of TAXI Newspaper. An early, and more substantive TfL statement (not necessarily a commitment), along the same line, would certainly help to assuage the current bad feeling in the trade.

Bob

**Deputy General Secretary
Licensed Taxi Drivers Association
Taxi House
11 Woodfield Road
London
W9 2BA**

Tel: [REDACTED]
Fax: [REDACTED]
Email: [REDACTED]
Web: www.ltdda.co.uk



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From: [Taylor Lisa](#) on behalf of [Emmerson Garrett](#)
To: [REDACTED]
Cc: [Daniels Leon](#); [Isabel Dedring](#); [Nick Waterman](#); [Hendy Peter \(TfL\)](#); ["Elliot Treharne"](#); [Taylor Lisa](#)
Subject: RE: Mayor's 2018 Emmissions Policy
Date: 07 March 2014 12:14:33

Dear Bob,

Thank you for your email of 10 February, concerning the Mayor's recent announcement on zero emission capable taxis, on which we also touched during the recent Cabbies Cabinet meeting with the Mayor.

Firstly, I would like to assure you that TfL is considering options to reduce emissions across all vehicles in London; not just taxis. The Mayor's announcement about zero emission capable taxis is just one part of a broader approach to address emissions from all vehicles types. This builds on the policies already in place, especially for taxis and private hire vehicles where both currently have to meet age limits (15 years for taxis, 10 years for PHVs).

In February 2013, the Mayor announced additional investment for air quality improvements during his second term and up until 2020. This included the proposal to introduce an Ultra Low Emission Zone (ULEZ) in Central London by 2020. TfL is continuing to develop and evaluate a range of options for all vehicle types, including taxis and private hire vehicles, as part of the ULEZ feasibility study.

Stakeholder engagement on the ULEZ scheme principles is planned throughout 2014 and will include discussions with both the taxi and private hire trades. Alongside this, further assessment will be undertaken into the environmental, health, equality, traffic and economic impacts of the different ULEZ packages. It is likely that this will be followed by a full public consultation in late 2014 on a specific ULEZ scheme proposal, alongside additional work to encourage early take-up of cleaner vehicles.

We intend to consult with taxi drivers later this year on the proposals for introducing a requirement that all newly licensed taxis should be capable of zero emissions operation from January 2018.

I hope this provides you with the reassurance you were after but do let me know if you have any further concerns.

Yours sincerely,

Garrett Emmerson
Chief Operating Officer - Surface Transport

London Streets, Transport for London

11th Floor - Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] • Fax: 020 3054 2002/Ext 82002 • Email: garrettemmerson@tfl.gov.uk

From: Isabel Dedring
Sent: 10 February 2014 12:59
To: 'Bob Oddy'; garrettemmerson@tfl.gov.uk
Cc: 'Taylor Lisa'; Elliot Treharne; peterhendy@tfl.gov.uk; leondaniels@tfl.gov.uk; Nick Waterman
Subject: RE: Mayor's 2018 Emmissions Policy

Bob

We will get you a considered response on this asap

Lisa, Elliot – FYI

Isabel

From: Bob Oddy [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 10 February 2014 13:04
To: garrettemmerson@tfl.gov.uk
Cc: Isabel Dedring
Subject: Mayor's 2018 Emmissions Policy

Hi Garrett

I cannot over emphasize the resentment growing amongst taxi drivers towards Tfl's reluctance to include private hire vehicles (phv's), in the Mayor's 2018 zero emissions capable dictat. The LTDA contends that there is no logical reason why phv's should not be included, a view which is supported by Tfl's recently published 'Taxi and Minicab Customer Satisfaction Survey'. Page 40 of the survey reports that approximately 60% of phv journeys are undertaken within central London; a number which compares almost exactly with the volume of taxis operating in the same area. The Mayor recently stated that he is prepared to consider including phv's in his future plans; a welcome first step which will be reported in the next edition of TAXI Newspaper. An early, and more substantive Tfl statement (not necessarily a commitment), along the same line, would certainly help to assuage the current bad feeling in the trade.

Bob

Deputy General Secretary
Licensed Taxi Drivers Association
Taxi House
11 Woodfield Road
London
W9 2BA

Tel: [REDACTED]
Fax: [REDACTED]
Email: [REDACTED]
Web: www.ltda.co.uk



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From: [Isabel Dedring](#)
To: [REDACTED]
Cc: [Anita Chen](#); [Emmerson Garrett](#); [Tim Steer](#); [Christian Van Der Nest](#)
Subject: RE: Meeting Request
Date: 12 March 2014 10:05:28

In principle yes of course

Anita can advise re diary

Isabel

-----Original Message-----

From: [REDACTED]
Sent: Wednesday, March 12, 2014 08:46 AM GMT Standard Time
To: Isabel Dedring
Subject: Meeting Request

Dear Isabel,

As a follow up of Mayor's Event for Zero Emission Taxis there are two meetings organized on 19. March by TFL, one to discuss ULEV Zone with stakeholders, and the other to explain the details of the proposed zero emission technology.

As KARSAN we will be in London to attend both meetings, I was wondering if you can spare 20 – 30 mins. on March 20th to touch base and give feedback.

Best Regards,

[REDACTED]

Bu e-posta mesajı ve ekleri sadece gönderildiği kişi veya kuruma özeldir. Doğru alıcıya ulaşmamış olması halinde, bu mesajın başka bir alıcıya yönlendirilmesi, kopyalanması veya kullanılması yasaktır. Bu mesaj size yanlışlıkla gönderildiyse, lütfen gönderen kişiyi bu e-posta mesajına cevap atarak bilgilendirin ve sonra bu e-posta mesajının aslını, tüm ek ve kopyalarını sizde bir kopyası kalmayacak şekilde silin. Bu e-posta mesajının içinde belirtilen düşünce veya ifadeler Heksagon Mühendislik ve Tasarım A.S.'nin veya onun istirak ve bağlı şirketlerinin benimsediği düşünce ve ifadeleri yansıtmayabilir. Bu e-postanın sisteminizde yaratabileceği olası zararlardan Heksagon Mühendislik ve Tasarım A.S. veya onun istirak ve bağlı şirketleri sorumlu tutulamaz. Bu e-posta mesajının virüs taşımadığının temini onu alan kişinin sorumluluğundadır ve Heksagon Mühendislik ve Tasarım A.S. veya onun istirak ve bağlı şirketleri, müstereken veya münferiden, bu e-posta mesajının kullanımından kaynaklanan her hangi bir kayıp veya zarardan sorumlu olmayacaklardır.

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From: [Isabel Dedring](#)
To: "LPHCA"; [Taylor Lisa](#)
Cc: [Kennedy-Todd Silka](#); [Daniels Leon](#); [Emmerson Garrett](#)
Subject: RE: Meeting with Isabel and Leon date very urgent - Attendees
Date: 18 March 2014 15:34:18

Thanks Steve and apologies again that I cant make it Please could someone let me know how you get on/ any next steps

-----Original Message-----

From: LPHCA [<mailto:LPHCA@btinternet.com>]

Sent: 18 March 2014 14:22

To: Taylor Lisa

Cc: silkakennedy-todd@tfl.gov.uk; leondaniels@tfl.gov.uk; garrettemmerson@tfl.gov.uk; Isabel Dedring

Subject: Re: Meeting with Isabel and Leon date very urgent - Attendees

Hi Lisa,

I now have full list of attendees (6)

> Myself, Steve Wright - LPHCA Chair
> Mike Galvin - MD West One Cars, Spokesman for Addison Lee Eddie
> Townson Chair - Private Hire Board & MD - Carlton Motors Greg Mendoza
> - Chair Platinum Chauffeur & Executive Committee and Operations
> Manager Carey Worldwide Patrick Raeburn - Chair Lambeth Minicab Forum
> - MD -Smart-Movers Plus Neil Morley - Travis Morley - PHV and Taxi Licensing expert and non practicing Barrister
>

Not attending:

Doug Claringbold- Platinum Chauffeur & Executive deputy Chair and Operations Manager Tristar Worldwide Keith Keen - Private Hire Board & MD -
The Keen Group Liam Griffin CEO Addison Lee

> On 13 Mar 2014, at 09:46, Taylor Lisa <[\[REDACTED\]](#)> wrote:

>

> Thanks Steve

>

> Leon will be joined by Howard Carter, General Counsel, and Garrett

>

> We'll make sure visitor passes are ready for you all

>

> -----Original Message-----

> From: LPHCA [<mailto:LPHCA@btinternet.com>]

> Sent: 13 March 2014 08:58

> To: Taylor Lisa

> Subject: RE: Meeting with Isabel and Leon date very urgent - Attendees

>

> Hi Lisa,

>

> I'm now working to my own PC remotely from Germany

>

> Attendance Confirmed (max 7)

>

> Myself

> Mike Galvin - MD West One Cars, Spokesman Addison Lee Eddie Townson

> Chair - Private Hire Board & MD - Carlton Motors Greg Mendoza - Chair

> Platinum Chauffeur & Executive Committee and Operations Manager Carey

> Worldwide

>

> To confirm

> Doug Claringbold- Platinum Chauffeur & Executive deputy Chair and

> Operations Manager Tristar Worldwide Keith Keen - Private Hire Board &

> MD - The Keen Group Patrick Raeburn - Chair Lambeth Minicab Forum - MD

> -Smart-Movers

>

> Not available - Liam Griffin - CEO Addison Lee

>

> From

>

> Steve Wright MBE Chairman The Licensed Private Hire Car Association

> Mayor of London's Private Hire Representative on the TfL Board

>

> [\[REDACTED\]](#) Bovingdon, Hemel Hempstead, Herts [\[REDACTED\]](#)

>

> Tel +44 (0) [\[REDACTED\]](#) Mob +44 (0) [\[REDACTED\]](#) Fax +44 (0) 1442 380607

> Email LPHCA@btinternet.com Web www.lphca.co.uk Twitter: @LPHCA

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> -----Original Message-----

> From: Taylor Lisa [[mailto:\[REDACTED\]](mailto:[REDACTED])]

> Sent: 12 March 2014 13:06

> To: 'LPHCA'

> Cc: Kennedy-Todd Silka; isabel.dedring@london.gov.uk; Daniels Leon;

> Emmerson Garrett
> Subject: RE: Meeting with Isabel and Leon date very urgent
>
> Hi Steve,
>
> That's strange Was just letting you know that Leon is free to meet at 5pm on 18 March at our offices in Southwark If you could let me know whether
you are able to make it and who will be accompanying you, that would be helpful
>
> Many thanks,
>
> Lisa
>
> -----Original Message-----
> From: LPHCA [mailto:LPHCA@btinternet.com]
> Sent: 12 March 2014 13:04
> To: Taylor Lisa
> Cc: Kennedy-Todd Silka; isabel dedring@london.gov.uk; Daniels Leon;
> Emmerson Garrett
> Subject: Re: Meeting with Isabel and Leon date very urgent
>
> Lisa, I'm in Germany and most of the email did not download Please
> send missing text Steve
>
> Best regards,
>
>> On 12 Mar 2014, at 10:40, Taylor Lisa <[REDACTED]> wrote:
>>
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From: [Taylor Lisa](#) on behalf of [Emmerson Garrett](#)
To: "[Isabel Dedring](#)"; [Kennedy-Todd Silka](#)
Cc: [Hayward Siwan](#); [Emmerson Garrett](#); [Carter Howard](#)
Subject: RE: Meeting with Isabel and Leon date very urgent
Date: 10 March 2014 09:09:04

OK, so suggest we stick to meeting at 1430 on 26 March. In Leon's diary to attend. Steve was pushing for a date earlier than this.

L

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: 10 March 2014 08:59
To: Taylor Lisa; Kennedy-Todd Silka
Cc: Hayward Siwan; Emmerson Garrett; Carter Howard
Subject: RE: Meeting with Isabel and Leon date very urgent

He doesnt want an update

He wants the meeting in the diary that Leon and I promised him so he can tell them meeting is scheduled or at least in train

Pls ring me if any confusion. Am on mobile.

Isabel

-----Original Message-----

From: Taylor Lisa [REDACTED]
Sent: Monday, March 10, 2014 08:50 AM GMT Standard Time
To: Isabel Dedring; [xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx](#)
Cc: Hayward Siwan; [xxxxxxxxxxxxxxxxxxxx@xxx.xxx](#); [xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx](#)
Subject: RE: Meeting with Isabel and Leon date very urgent

Isabel,

I'm sorry but there's nothing new we can say for this afternoon's meeting. The position is still under investigation/consideration.

Whilst we had tentatively scheduled a meeting on 13 March for you, Steve and Leon (Steve not yet informed), there is going to be nothing new to say at that stage either. Uber will not have responded to our latest request for further information until, at least, 17 March. Legal will then need some time to formalise final position. This is as per the briefing Howard gave you last week.

We (Garrett and you) have a meeting with Steve and his trade reps on 26 March to discuss apps and Legal/Compliance Team doing all they can to be ready for that session and Leon free to join. When we suggested 26 March to Steve, he was, as you can image, not happy.

I am copying Howard and Garrett/Siwan for awareness. Howard may want to add given his

team's lead on this.

Lisa

From: Isabel Dedring [<mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx>]
Sent: 10 March 2014 08:41
To: Kennedy-Todd Silka; Taylor Lisa
Subject: Fw: Meeting with Isabel and Leon date very urgent
Importance: High

Guys - this is urgent, many thanks

From: LPHCA [<mailto:xxxxx@xxxxxxxxxxx.xxx>]
Sent: Monday, March 10, 2014 08:28 AM
To: xxxxxxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: Isabel Dedring; xxxxxxxxxxx@xxx.xxx.xx
Subject: RE: Meeting with Isabel and Leon date very urgent

Hi Silka,

Can you please give us a date today if possible as there is an emergency meeting mid-afternoon as there has been further serious unethical and alleged illegal activity by Uber?

I would not chase if this wasn't now extremely urgent.

Best regards

Steve

From

Steve Wright MBE Chairman The Licensed Private Hire Car Association
Mayor of London's Private Hire Representative on the TfL Board

██████████ Bovingdon, Hemel Hempstead, Herts ██████████

Tel +44 (0) ██████████ Mob +44 (0) ██████████ Fax +44 (0) 1442 380607
Email xxxxx@xxxxxxxxxxx.xxx Web www.lphca.co.uk Twitter: [@LPHCA](https://twitter.com/LPHCA)

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From: Kennedy-Todd Silka [<mailto:xxxxxxxxxxxxxxxxxx@xxx.xxx.xx>]

Sent: 06 March 2014 18:00

To: 'LPHCA'

Subject: RE: Meeting with Isabel and Leon

Hi Steve

Just to let you know that I'm trying to sort this and will get back to you ASAP.

Have a good evening.

Silka

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London|11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail: silkakennedy-xxx@xxx.xxx.xx



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From: LPHCA [<mailto:xxxxx@xxxxxxxxxxx.xxx>]

Sent: 06 March 2014 13:57

To: Kennedy-Todd Silka

Subject: Re: Meeting with Isabel and Leon

Hi Silka, No we need a meeting before that one, the industry want a meeting ASAP and that is what Isabel offered. This really is very urgent. Still travelling between meetings. Steve

Best regards,

On 6 Mar 2014, at 12:07, Kennedy-Todd Silka <xxxxxxxxxxxxxxxxxx@xxx.xxx.xx> wrote:

Hi Steve

Thanks, that's really helpful. As we already have a meeting planned with everyone who normally attends the private hire quarterly meeting on Wednesday 26 March, including Isabel Dedring, to discuss the issue of apps, do you think it would make sense to invite Leon to that meeting instead of trying to arrange a duplicate meeting with almost the same attendees? Leon appears to have availability at that time (copying in Leon's PA, Anthea to this email) and I know the reason we had 26

March in for the meeting was because it was the earliest date we could get from Isabel at the time. Note that representatives from our enforcement and compliance team have also been invited to attend that meeting.

What do you think? Would that work for you and your members?

Best wishes

Silka

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London|11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London
SE1 8NJ

Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail:
xxxxxxxxxxxxxxxx@xxx.xxx.xx

<image001.jpg>

Visit www.tfl.gov.uk/yearofthebus for information
about Year of the Bus.

From: LPHCA [<mailto:xxxxx@xxxxxxxxxxx.xxx>]

Sent: 06 March 2014 11:57

To: Kennedy-Todd Silka

Subject: Re: Meeting with Isabel and Leon

Hi Silka, if you take the usual group, all are LPHCA members, 6 or 7 but I doubt diaries will allow them all to attend.

Best regards, Steve

On 6 Mar 2014, at 11:38, Kennedy-Todd Silka <xxxxxxxxxxxxxxxx@xxx.xxx.xx> wrote:

Hi Steve

I hope you're well.

I called to let you know it's all in progress. Leon's PA is speaking to Isabel's PA to find out availability, and we'll be in touch as soon as we have some suggested dates for you. I've asked that we try and get a date in all your diaries today if at all possible.

In the meantime, could you please give me an indication of how many LPHCA members you will be bringing to the meeting with you?

All the best
Silka

Silka Kennedy-Todd | Service Integration Manager | Surface Managing
Director's Office
Transport for London|11th Floor - Zone R3, Palestra, 197 Blackfriars
Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED]
| E-mail: xxxxxxxxxxxxxxxx@xxx.xxx.xx

<image001.jpg>

Visit www.tfl.gov.uk/yearofthebus for information
about Year of the Bus.

From: LPHCA [<mailto:xxxxx@xxxxxxxxxxx.xxx>]
Sent: 06 March 2014 11:32
To: Kennedy-Todd Silka
Subject: Meeting with Isabel and Leon

Hi Silka, I am on a crowded train, Alan has messaged me from the
office re meeting with Leon and Isabel.
Would it be possible for you to send some times and dates as I am
heading straight from train into consecutive meetings please?

Best regards,

Steve

From iPad

On 27 Feb 2014, at 18:08, Kennedy-Todd Silka <SilkaKennedy-xxxx@xxx.xxx.xx> wrote:

All

Attached are the notes and actions from the quarterly
meeting earlier this month. Do let me know if you have
any comments or questions.

Very best wishes

Silka

Silka Kennedy-Todd | Service Integration Manager |
Surface Managing Director's Office
Transport for London|11th Floor - Zone R3, Palestra, 197

Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile:
[REDACTED] | E-mail: xxxxxxxxxxxxxxxxxx@xxx.xxx.xx

<image001.jpg>

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FINAL.docx>

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email notice at <http://www.london.gov.uk/email-notice>

From: Emmerson Garrett
To: "isabel.dedring@london.gov.uk"
Cc: [REDACTED]
Subject: Re: Nissan taxi launch
Date: 10 January 2014 15:21:47

Will do

G

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: Friday, January 10, 2014 03:12 PM
To: Emmerson Garrett
Cc: Tim Steer <[REDACTED]> Hills, Victoria
Subject: RE: Nissan taxi launch

Garrett

We discussed

I would definitely reply just so she cant say you didn't

I would just say "sorry you feel that way and if there is anything we can do to change your mind about next week of course let us know."

Something really bland and short and civil. Happy for you to cc me if that helps in any way

Tim, can your team pls check whether it is true that they did not get a reply to their letters?

Thanks

Isabel

From: Emmerson Garrett [mailto:GarrettEmmerson@tfl.gov.uk]
Sent: 09 January 2014 08:52
To: Isabel Dedring
Subject: Fw: Nissan taxi launch

Hi Isabel

As you will see from the email exchange below Nissan, having been 'in' for next week's event on Monday are now once again 'out' in terms of displaying their taxi project.

This is obviously disappointing, however to say that we haven't engaged with them or told them our plans is frankly complete rubbish. In addition to meetings you and I have attended with them at City Hall, I have been to see their vehicle and discuss their (and our) plans on two occasions in the last 6 months, once in London and once in Coventry. At my instigation TfL has been working with their partner Engenie to explore ways to facilitate access to OLEV funding for rapid charging technology. I also expressly attended their launch event on Monday where [REDACTED] couldn't even be bothered to talk to me, despite me hanging around for along time afterwards in the hope that I might finally meet/speak to him. I know he has also failed to return your calls and messages.

As you know we have been very clear about our plans and timelines and indeed they know exactly what we are announcing next week - it just doesn't suit their purpose in attempting to 'corner' the London taxi market by making an all electric vehicle the only viable option.

They say they will still attend the stakeholder element of next week's event (which, due to the change in the Mayor's diary, will now be combined with press element anyway). I'm sorry that I've ultimately failed to get them to display.

I'm seeing Mercedes tomorrow and am hopeful that we will also get them to attend the stakeholder event at a senior level and allow us to confirm publicly that they also intend to develop a CoF compliant zero emission capable vehicle, meaning that we will be able to say there are at least 5 potential vehicles in the running.

I think we can answer questions as to why Nissan aren't displaying their vehicle honestly by telling people what they've told us...ie. their physical concept vehicle needs to be maintained in a temperature controlled environment which we were unable to provide in the venue. We could however subtly allude to the fact that our primary interest has been to ensure the development of 'proper bespoke taxi vehicles' rather than just van conversions like the existing Vito and the new Nissan product. The later still received a certain amount of negative publicity on Monday about the way it looked, in spite of their (admittedly significant) front end re-design.

The other point I think we should draw out is that we frankly don't need to mandate an all electric vehicle to achieve our air quality objectives. Therefore, an admirable project though it is, we don't NEED Nissan's vehicle to meet the Mayor's air quality targets. This also helps us answer questions raised in response to their launch on Monday, which may be directed at us next week, about the provision of rapid charging infrastructure - ie. we don't need it with the wide availability of hybrid vehicles.

Apols for length of email - I'm obviously fairly p***ed off with them! Maybe discuss later in our Surface 1 to 1 meeting?

Cheers

Garrett

From: [REDACTED] [mailto:[REDACTED]]
Sent: Thursday, January 09, 2014 07:12 AM
To: Emmerson Garrett
Cc: Kennedy-Todd Silka; Moody Thomas; [REDACTED] <[REDACTED]> Crowson Darren (TPH)

Subject: RE: Nissan taxi launch

Garrett,

Thank you for your email. As I mentioned, Nissan is still happy to participate in the stakeholder lunch to which it has been invited.

But as discussed last year, logistically it is not possible to support this event with a vehicle. Our view is that it is not a fair representation of our taxi project to be present at the event without a vehicle.

We are also aware that there may be announcements on 16 January regarding charging and the date of EV taxi introduction. However, being unaware of the nature of the announcements we do not have confidence that they will be supportive of our programme.

Nissan has endeavoured to engage with GLA on several occasions on its EV taxi project during 2013. GLA have been unwilling to share plans, timelines or direction with Nissan or respond to Nissan's submissions of information. Particularly, [REDACTED] sent two letters to the Mayor and Deputy Mayor - both at their express request - to answer questions about the market readiness of our product and to plan a Nissan taxi launch event. Both remain unanswered.

As a result Nissan has been forced to develop its ICE and EV taxis in isolation from GLA plans and without GLA feedback. In addition it has been made clear by certain officials that they do not support the Nissan taxi programme or Nissan's proven EV technology and are not willing to engage in developing an EV infrastructure to support its introduction.

As such we will await, with anticipation, the Mayor's announcement and hope that it supports introduction of Nissan's e-NV200 taxi to London at the earliest possible date.

Kind regards,

[REDACTED]

Phone: +44(0) [REDACTED]

Mobile: +44(0) [REDACTED]

From: Emmerson Garrett [<mailto:GarrettEmmerson@tfl.gov.uk>]

Sent: 08 January 2014 09:20

To: [REDACTED]

Cc: Kennedy-Todd Silka; Moody Thomas; [REDACTED] Crowson Darren (TPH)

Subject: FW: Nissan taxi launch

[REDACTED]

As you can see below, Tom Moody has forwarded me news of your apparent decision to not now participate in next week's Mayoral event. As you can imagine I am really disappointed to hear this. I am also now going to be somewhat personally embarrassed by it, on the back of the assurance you gave me on Monday at your launch event at the Q2 that you would be participating, I have personally told both the Mayor's Office and Transport for London Commissioner Sir Peter Hendy that you will be there.

Whilst I fully appreciate the difficulties you face regarding the display of your vehicle, given our offer of whatever support you need in producing display materials, and the product information (photos, video etc) that you now have in the public domain about your next taxi, I find it somewhat surprising that you feel you can't fully represent your brand or the credibility of your taxi project.

Please can I ask you to urgently reconsider this decision at the highest level? We will do whatever we can to assist you in making sure the event does justice to both your product and the Nissan Brand.

Many thanks

Garrett

Garrett Emmerson

Chief Operating Officer - Surface Transport

Zone R4, 11th Floor, Palestra

197 Blackfriars Road, London

SE1H 8NJ

Phone: [REDACTED]

Email: GarrettEmmerson@tfl.gov.uk

From: Moody Thomas

Sent: 08 January 2014 07:24

To: Kennedy-Todd Silka; Emmerson Garrett

Subject: Fw: Nissan taxi launch

Nissan now not willing to display, although will be attending in person for the stakeholder lunch.

Thanks

Tom

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, January 07, 2014 10:29 PM
To: Crowson Darren (TPH); [REDACTED] <[REDACTED]>
Cc: Moody Thomas
Subject: RE: Nissan taxi launch

Darren,

There has been an internal discussion about Nissan participating in the event on 16th without being able to display our vehicle. While we were previously considering displaying some sort of content as a substitute it is felt that this would not fully represent the Nissan brand or the credibility of our taxi project. I apologise for the late notice in coming to this decision.

However [REDACTED] and [REDACTED] would still like to attend the stakeholder lunch on the same day to represent Nissan and convey its intention to enter the London taxi market. As you will have seen from this week's media coverage, Nissan remains committed to bringing the NV200 taxi to London.

Kind regards,

[REDACTED]

Phone: +44(0) [REDACTED]
Mobile: +44(0) [REDACTED]

From: Crowson Darren (TPH) [mailto:[REDACTED]]
Sent: 07 January 2014 17:07
To: [REDACTED]
Cc: Moody Thomas; [REDACTED]
Subject: RE: Nissan taxi launch

Hi [REDACTED]

I was wondering if you been able to make any progress with getting the information below together? We'll need the text and images by the close of play tomorrow if we are going to be able to use these on the information boards being produced for the event.

For the event there will be a table for each manufacturer, so this can be used for any literature you wish to bring along. There will also be a power supply so if you wish to bring a laptop and have a film showing then this will be possible.

Let me know if there are any questions regarding this.

Regards

Darren Crowson
Strategy and Infrastructure Manager
Transport for London - Taxi and Private Hire
Palestra, 197 Blackfriars Road
4th Floor - Yellow Zone (4Y7)
Southwark, London
SE1 8NJ
Tel: [REDACTED] (internal [REDACTED])
Fax: 020 3054 3160
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From: Crowson Darren (TPH)
Sent: 07 January 2014 07:41
To: [REDACTED]
Cc: Moody Thomas; [REDACTED]
Subject: RE: Nissan taxi launch

Hi [REDACTED]

Would you be able to send me the following information:

- Hi res (300 dpi) Jpeg image of your vehicle
- eps image of your company logo
- Up to 30 words about your organisation
- Up to 70 words about your new vehicle
- Confirmation of how many people will be attending the event from your company

- Names of the people attending

I know you won't be able to display your model but do you have anything else that you wanted to display instead (e.g. pull-up stands)?

Let me know if you would like to discuss this.

Regards

Darren Crowson
Strategy and Infrastructure Manager
Transport for London - Taxi and Private Hire
Palestra, 197 Blackfriars Road
4th Floor - Yellow Zone (4Y7)
Southwark, London
SE1 8NJ
Tel: [REDACTED] (internal [REDACTED])
Fax: 020 3054 3160
Follow us on Twitter [@tftph](#)

From: Moody Thomas
Sent: 06 January 2014 18:15
To: [REDACTED]
Cc: Crowson Darren (TPH); [REDACTED]
Subject: Re: Nissan taxi launch

Thanks [REDACTED] - darren if you can let [REDACTED] know what we require pls

From: [REDACTED] [mailto:[REDACTED]]
Sent: Monday, January 06, 2014 06:06 PM
To: Moody Thomas
Cc: Crowson Darren (TPH); [REDACTED] <[REDACTED]>
Subject: Nissan taxi launch

Hi Tom,

Thanks very much to you and Garrett for coming to today's taxi launch, we were glad to have you both in attendance.

As we discussed, there are issues with exhibiting the model displayed today due to temperature fluctuations impacting the materials. However, we can be represented there in some capacity given the profile-raise created by today's event.

[REDACTED] Hardy (in copy) who you briefly met today, will be able to source content, images and video for you. Please just let him know what you need and when you need it by.

Many thanks,

[REDACTED]



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[REDACTED]
UK External and Government Affairs
External and Government Affairs
Nissan Motor (GB) Limited
The Rivers Office Park
Denham Way, Maple Cross
Rickmansworth
Hertfordshire
WD3 9YS
UK

Phone: +44(0) [REDACTED]
Mobile: +44(0) [REDACTED]
Email: [REDACTED]
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From: [Isabel Dedring](#)
To: [Tim Steer](#); [Emmerson Garrett](#)
Subject: RE: Nissan taxi launch
Date: 13 January 2014 16:17 58

Many thanks

Isabel

-----Original Message-----

From: Tim Steer
Sent: Monday, January 13, 2014 03:25 PM GMT Standard Time
To: Isabel Dedring; xxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: RE: Nissan taxi launch

Isabel

This is the position re correspondence from [REDACTED]

- 10 October 2012 letter from [REDACTED] to Isabel - we apparently did not receive the original letter. Victoria called [REDACTED] at Nissan in February 2013 to explain why ID had not responded. There was no formal reply to this letter.
- 29 October 2012 letter from AP to ID - ID emailed AP back directly (attached)
- 25 July 2013 letter from AP to the Mayor - Mayor responded on 9 October 2013 (attached)

Tim

From: Isabel Dedring
Sent: 10 January 2014 15:13
To: xxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: Tim Steer; Victoria Hills
Subject: RE: Nissan taxi launch

Garrett

We discussed

I would definitely reply just so she cant say you didn't

I would just say "sorry you feel that way and if there is anything we can do to change your mind about next week of course let us know."

Something really bland and short and civil. Happy for you to cc me if that helps in any way

Tim, can your team pls check whether it is true that they did not get a reply to their letters?

Thanks

Isabel

From: Emmerson Garrett [<mailto:xxxxxxxxxxxx@xxx.xxx.xx>]
Sent: 09 January 2014 08:52
To: Isabel Dedring
Subject: Fw: Nissan taxi launch

Hi Isabel

As you will see from the email exchange below Nissan, having been 'in' for next week's event on Monday are now once again 'out' in terms of displaying their taxi project.

This is obviously disappointing, however to say that we haven't engaged with them or told them our plans is frankly complete rubbish. In addition to meetings you and I have attended with them at City Hall, I have been to see their vehicle and discuss their (and our) plans on two occasions in the last 6 months, once in London and once in Coventry. At my instigation TfL has been working with their partner Engenie to explore ways to facilitate access to OLEV funding for rapid charging technology. I also expressly attended their launch event on Monday where [REDACTED] couldn't even be bothered to talk to me, despite me hanging around for along time afterwards in the hope that I might finally meet/speak to him. I know he has also failed to return your calls and messages.

As you know we have been very clear about our plans and timelines and indeed they know exactly what we are announcing next week - it just doesn't suit their purpose in attempting to 'corner' the London taxi market by making an all electric vehicle the only viable option.

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rather than just van conversions like the existing Vito and the new Nissan product. The later still received a certain amount of negative publicity on Monday about the way it looked, in spite of their (admittedly significant) front end re-design.

The other point I think we should draw out is that we frankly don't need to mandate an all electric vehicle to achieve our air quality objectives. Therefore, an admirable project though it is, we don't NEED Nissan's vehicle to meet the Mayor's air quality targets. This also helps us answer questions raised in response to their launch on Monday, which may be directed at us next week, about the provision of rapid charging infrastructure - ie. we don't need it with the wide availability of hybrid vehicles.

Apols for length of email - I'm obviously fairly p***ed off with them! Maybe discuss later in our Surface 1 to 1 meeting?

Cheers

Garrett

From: [REDACTED] [mailto:[REDACTED]]
Sent: Thursday, January 09, 2014 07:12 AM
To: Emmerson Garrett
Cc: Kennedy-Todd Silka; Moody Thomas; [REDACTED] <[REDACTED]> Crowson Darren (TPH)
Subject: RE: Nissan taxi launch

Garrett,

Thank you for your email. As I mentioned, Nissan is still happy to participate in the stakeholder lunch to which it has been invited.

But as discussed last year, logistically it is not possible to support this event with a vehicle. Our view is that it is not a fair representation of our taxi project to be present at the event without a vehicle.

We are also aware that there may be announcements on 16 January regarding charging and the date of EV taxi introduction. However, being unaware of the nature of the announcements we do not have confidence that they will be supportive of our programme.

Nissan has endeavoured to engage with GLA on several occasions on its EV taxi project during 2013. GLA have been unwilling to share plans, timelines or direction with Nissan or respond to Nissan's submissions of information. Particularly, [REDACTED] sent two letters to the Mayor and Deputy Mayor - both at their express request - to answer questions about the market readiness of our product and to plan a Nissan taxi launch event. Both remain unanswered.

As a result Nissan has been forced to develop its ICE and EV taxis in isolation from GLA plans and without GLA feedback. In addition it has been made clear by certain officials that they do not support the Nissan taxi programme or Nissan's proven EV technology and are not willing to engage in developing an EV infrastructure to support its introduction.

As such we will await, with anticipation, the Mayor's announcement and hope that it supports introduction of Nissan's e-NV200 taxi to London at the earliest possible date.

Kind regards,

[REDACTED]

[REDACTED]
Phone: +44(0) [REDACTED]
Mobile: +44(0) [REDACTED]

From: Emmerson Garrett [mailto:GarrettEmmerson@tfl.gov.uk]
Sent: 08 January 2014 09:20
To: [REDACTED]
Cc: Kennedy-Todd Silka; Moody Thomas; [REDACTED] Crowson Darren (TPH)
Subject: FW: Nissan taxi launch

[REDACTED]

As you can see below, Tom Moody has forwarded me news of your apparent decision to not now participate in next week's Mayoral event. As you can imagine I am really disappointed to hear this. I am also now going to be somewhat personally embarrassed by it, on the back of the assurance you gave me on Monday at your launch event at the O2 that you would be participating, I have personally told both the Mayor's Office and Transport for London Commissioner Sir Peter Hendy that you will be there.

Whilst I fully appreciate the difficulties you face regarding the display of your vehicle, given our offer of whatever support you need in producing display materials, and the product information (photos, video etc) that you now have in the public domain about your next taxi, I find it somewhat surprising that you feel you can't fully represent your brand or the credibility of your taxi project.

Please can I ask you to urgently reconsider this decision at the highest level? We will do whatever we can to assist you in making sure the event does justice to both your product and the Nissan Brand.

Many thanks

Garrett

Garrett Emmerson

Chief Operating Officer - Surface Transport
Zone R4, 11th Floor, Palestra
197 Blackfriars Road, London
SE1H 8NJ
Phone: [REDACTED]
Email: GarrettEmmerson@tfl.gov.uk

From: Moody Thomas
Sent: 08 January 2014 07:24
To: Kennedy-Todd Silka; Emmerson Garrett
Subject: Fw: Nissan taxi launch

Nissan now not willing to display, although will be attending in person for the stakeholder lunch.

Thanks

Tom

From: [REDACTED] [mailto:[REDACTED]]
Sent: Tuesday, January 07, 2014 10:29 PM
To: Crowson Darren (TPH); [REDACTED] <[REDACTED]>
Cc: Moody Thomas
Subject: RE: Nissan taxi launch

Darren,

There has been an internal discussion about Nissan participating in the event on 16th without being able to display our vehicle. While we were previously considering displaying some sort of content as a substitute it is felt that this would not fully represent the Nissan brand or the credibility of our taxi project. I apologise for the late notice in coming to this decision.

However [REDACTED] and [REDACTED] would still like to attend the stakeholder lunch on the same day to represent Nissan and convey its intention to enter the London taxi market. As you will have seen from this week's media coverage, Nissan remains committed to bringing the NV200 taxi to London.

Kind regards,

[REDACTED]

Phone: +44(0) [REDACTED]
Mobile: +44(0) [REDACTED]

From: Crowson Darren (TPH) [mailto:[REDACTED]]
Sent: 07 January 2014 17:07
To: [REDACTED]
Cc: Moody Thomas; [REDACTED]
Subject: RE: Nissan taxi launch

Hi [REDACTED]

I was wondering if you been able to make any progress with getting the information below together? We'll need the text and images by the close of play tomorrow if we are going to be able to use these on the information boards being produced for the event.

For the event there will be a table for each manufacturer, so this can be used for any literature you wish to bring along. There will also be a power supply so if you wish to bring a laptop and have a film showing then this will be possible.

Let me know if there are any questions regarding this.

Regards

Darren Crowson
Strategy and Infrastructure Manager
Transport for London - Taxi and Private Hire
Palestra, 197 Blackfriars Road
4th Floor - Yellow Zone (4Y7)
Southwark, London
SE1 8NJ
Tel: [REDACTED] (internal [REDACTED])
Fax: 020 3054 3160
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From: Crowson Darren (TPH)
Sent: 07 January 2014 07:41
To: [REDACTED]
Cc: Moody Thomas; [REDACTED]
Subject: RE: Nissan taxi launch

Hi [REDACTED]

Would you be able to send me the following information:

- Hi res (300 dpi) Jpeg image of your vehicle
- eps image of your company logo
- Up to 30 words about your organisation
- Up to 70 words about your new vehicle
- Confirmation of how many people will be attending the event from your company
- Names of the people attending

I know you won't be able to display your model but do you have anything else that you wanted to display instead (e.g. pull-up stands)?

Let me know if you would like to discuss this.

Regards

Darren Crowson
Strategy and Infrastructure Manager
Transport for London - Taxi and Private Hire
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SE1 8NJ
Tel: [REDACTED] (internal [REDACTED])
Fax: 020 3054 3160
Follow us on Twitter [@tfltp](#)

From: Moody Thomas
Sent: 06 January 2014 18:15
To: [REDACTED]
Cc: Crowson Darren (TPH); [REDACTED]
Subject: Re: Nissan taxi launch

Thanks [REDACTED] - darren if you can let [REDACTED] know what we require pls

From: [REDACTED] [[mailto:\[REDACTED\]](#)]
Sent: Monday, January 06, 2014 06:06 PM
To: Moody Thomas
Cc: Crowson Darren (TPH); [REDACTED] <[REDACTED]>
Subject: Nissan taxi launch

Hi Tom,

Thanks very much to you and Garrett for coming to today's taxi launch, we were glad to have you both in attendance.

As we discussed, there are issues with exhibiting the model displayed today due to temperature fluctuations impacting the materials. However, we can be represented there in some capacity given the profile-raise created by today's event.

[REDACTED] Hardy (in copy) who you briefly met today, will be able to source content, images and video for you. Please just let him know what you need and when you need it by.

Many thanks,

[REDACTED]



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UK External and Government Affairs
External and Government Affairs
Nissan Motor (GB) Limited
The Rivers Office Park
Denham Way, Maple Cross
Rickmansworth
Hertfordshire
WD3 9YS
UK

Phone: +44(0) [REDACTED]
Mobile: +44(0) [REDACTED]
Email: [REDACTED]
<http://www.nissan.co.uk>

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From: [Isabel Dedring](#)
To: [Thompson Andrew \(ST\)](#); [Richard Blakeway](#)
Cc: [Emmerson Garrett](#); [Bennett Victoria \(ST\)](#); [Kennedy-Todd Silka](#); [Tim Steer](#); [Katherine McKinlay](#)
Subject: RE: North Greenwich Pier
Date: 28 April 2014 12:07:14
Importance: High

Thanks Andy. Ric now copied

I think this may need a proper discussion to resolve.

Issues I can see are

- We don't have any funding in TFL budget for this (?)
- Could we get the same outcome in terms of what we want through restrictions on AEG ie they buy it but we require that they enable the things you describe below? I think we need at least to explore this seriously

Tim – could I ask you and Kat to look into this with Andy and whoever on Ric's team and come up with a detailed set of options with costings so we can make a decision about the best way forward? Probably needs a meeting and some further stats pulled together...

From: Thompson Andrew (ST) [mailto:████████████████████]
Sent: 28 April 2014 10:34
To: Isabel Dedring
Cc: xxxxxxxxxxxxxxxx@xxx.xxx.xx; Bennett Victoria (ST); silkakennedy-todd@tfl.gov.uk
Subject: North Greenwich Pier

Isabel

Further to your earlier call, this is to confirm that TfL is strongly supportive of the proposed transfer at zero cost of ownership of North Greenwich Pier from GLA Housing and Land to TfL.

The pier is at an increasingly strategic location for river services generally and Transport for London is keen to add it to its existing network of piers to maximise its potential role in the delivery of the River Action Plan. Under TfL's ownership, the pier would developed by:

- integrating it into the rest of TfL's pier network through the addition of TfL's pier gateway signage and branding;
- actively encouraging of new tourist/ leisure services to the pier, in addition to the existing Thames Clippers river bus services, reflecting the growing attraction of North Greenwich and the Emirates Airline/ Royal Docks as tourist destinations;
- safeguarding future access by a wider range of boat operators to this strategic location to facilitate the future growth of new river bus services serving new residential and commercial developments further to the east. Although not presently an issue, there is a risk that by selling this strategically located pier to AEG - the owner of Thames Clippers who are currently the sole operator of river bus services - the competitive future growth and development of river services in this area may be

compromised.

I'm well aware that continued use of North Greenwich Pier is key to Thames Clippers' river bus service operation and that it provides an important transport link to events and the increasing number of visitor attractions at the O2. I can confirm that we will work closely with AEG and Thames Clippers to ensure the on-going successful operation of the pier in these ways – and its future development as the North Greenwich Peninsula continues to progress.

Regards

Andy

Andrew Thompson | General Manager London River Services | Transport for London

Tower Millennium Pier, Lower Thames Street, London, EC3N 4DT | 📞T: [REDACTED]

[REDACTED] | 📱Mob: [REDACTED] | ✉Email: [REDACTED]

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From: [Isabel Dedring](#)
To: [Taylor Lisa](#); [Tim Steer](#); [Erica Walker](#); [Christian Van Der Nest](#)
Cc: [Daniels Leon](#); [Emmerson Garrett](#); [Kennedy-Todd Silka](#); [Podwiazka Darek \(ST\)](#)
Subject: Re: Passenger Charter / Code of Conduct - CONSULTATION
Date: 28 January 2014 18:22:47

Yes as before let's discuss on Thurs

Clearly nothing shd go out til we've agreed it

Many thanks

From: Taylor Lisa [mailto:████████████████████]
Sent: Tuesday, January 28, 2014 03:20 PM
To: Isabel Dedring; Tim Steer; Erica Walker; Christian Van Der Nest
Cc: xxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx; silkakennedy-todd@tfl.gov.uk; Podwiazka Darek (ST) <████████████████████>
Subject: Passenger Charter / Code of Conduct - CONSULTATION

Hi Isabel,

We recently discussed the Taxi Code of Conduct and Passenger Charter and you were asking when we were proposing to go out to consultation.

We have updated the consultation document and I attach both a clean copy and a marked up version to show the changes made following earlier feedback from you/Victoria. I also attach a summary document, outlining the background, engagement plan and timelines. The consultation document has been approved by everyone here.

In line with the Suburban Taxi Driver Licensing Consultation, we are planning to distribute an embargoed copy to principal taxi and private hire trade bodies on 7 February and to commence consultation for eight weeks from 14 February to 11 April 2014.

The item is in our agenda for Thursday and, again, it would be useful to have your comments on our proposed way forward at that meeting.

Both items will be covered in the Mayor's brief for the Cabbies Cabinet meeting on 4 February. The agenda and briefing note are currently being finalised and this too will come to our meeting on Thursday.

Kind regards,

Lisa

Lisa Taylor
Interim Chief of Staff to MD Surface Transport
Transport for London

11th Floor - Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] • Fax: 020 3054 2002/Ext 82002 • Email: [REDACTED]

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Kennedy-Todd Silka](#); [Quearney Carol \(ST\)](#)
Subject: Re: Phv mtg today
Date: 04 June 2014 10:40:17

Ok cool :)

----- Original Message -----

From: Emmerson Garrett [<mailto:GarrettEmmerson@tfl.gov.uk>]
Sent: Wednesday, June 04, 2014 10:35 AM
To: Isabel Dedring
Cc: silkakennedy-todd@tfl.gov.uk; Quearney Carol (ST) <[REDACTED]>
Subject: Re: Phv mtg today

From painful experience I think I'm all too familiar with the legal situation! Howard and I met Steve Wright and Mike Galvin and went thorough where we were on each of the issues last week, so there won't really be anything new to discuss. Apart from some inevitably whinging from others round the table, I'm hoping we can have a largely 'Uber free' discussion but then I always was an incurable optimist! :-)

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Wednesday, June 04, 2014 10:25 AM
To: Emmerson Garrett
Cc: Kennedy-Todd Silka; Quearney Carol (ST)
Subject: Phv mtg today

G - do we need a lawyer there to explain where we are on uber?

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From: [Isabel Dedring](#)
To: [Hendy Peter \(TfL\)](#); [Carter Howard](#)
Cc: [Emmerson Garrett](#); [Taylor Lisa](#); [Daniels Leon](#); [Hudson Teresa](#); [Anita Chen](#)
Subject: Re: PHV mtg Wed aftn
Date: 25 March 2014 12:30:38

H/G - can I suggest we use the existing slot Wed aftn to go through the position, both re the app providers and re the existing minicab providers

Anita can you sort with Lisa T et al

----- Original Message -----

From: Hendy Peter (TfL) [<mailto:PeterHendy@tfl.gov.uk>]
Sent: Tuesday, March 25, 2014 12:05 PM
To: howardcarter@tfl.gov.uk; Isabel Dedring
Cc: garrettemmerson@tfl.gov.uk; Taylor Lisa <[REDACTED]> leondaniels@tfl.gov.uk; [REDACTED]
Subject: Re: PHV mtg Wed aftn

Discussed with Isabel this am

Leon is going to go back and tell the trade we need a bit more time, which will give all of us a bit more time to (a) look at what we're minded to say to the particular company, and (b) what we say to the rest of the PHV/taxi trades about any elements of what they do or believe they are required to do which can be done differently

Can I be in the loop for both these things too?

Cheers

Peter

----- Original Message -----

From: Carter Howard
Sent: Monday, March 24, 2014 06:49 PM
To: 'isabel dedring@london.gov.uk' <isabel.dedring@london.gov.uk>
Cc: Emmerson Garrett; Taylor Lisa; Daniels Leon; Hendy Peter (TfL)
Subject: Re: PHV mtg Wed aftn

Isabel

Yes, will do

And as we discussed briefly today the plan is to outline the position we have arrived at in the meeting with a letter to follow which states our position and invites comments. In doing so we will be as clear as we can what it means for the trade generally

Howard

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Monday, March 24, 2014 06:41 PM
To: Carter Howard
Cc: Emmerson Garrett; Taylor Lisa
Subject: PHV mtg Wed aftn

Howard

As discussed would be great if you could join this

Many thanks

Isabel

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Tim Steer](#); [Barton Glynn \(ST\)](#)
Cc: [Anita Chen](#); [Taylor Lisa](#)
Subject: Re: Ppt's
Date: 04 June 2014 11:09:02

That's ok

----- Original Message -----

From: Emmerson Garrett [<mailto:GarrettEmmerson@tfl.gov.uk>]
Sent: Wednesday, June 04, 2014 11:04 AM
To: Isabel Dedring; Tim Steer; Barton Glynn (ST) <[REDACTED]>
Cc: Anita Chen; Taylor Lisa <[REDACTED]>
Subject: Re: Ppt's

Ps - am meeting Glynn at 4pm this afternoon to go through a revised deck so won't be until after then

G

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Wednesday, June 04, 2014 10:38 AM
To: Emmerson Garrett; Tim Steer <[REDACTED]> Barton Glynn (ST)
Cc: Anita Chen <[REDACTED]>
Subject: Re: Ppt's

Super many thx

A can you keep an eye out

----- Original Message -----

From: Emmerson Garrett [<mailto:GarrettEmmerson@tfl.gov.uk>]
Sent: Wednesday, June 04, 2014 10:36 AM
To: Isabel Dedring; Tim Steer; Barton Glynn (ST) <[REDACTED]>
Subject: Re: Ppt's

Yep no probs

G

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Wednesday, June 04, 2014 10:28 AM
To: Emmerson Garrett; Tim Steer <[REDACTED]> Barton Glynn (ST)
Subject: Ppt's

Guys

Can I see the revised liebreich and fpc presentations before they are finalised? I am sure they will be great but just to double check
Thanks

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To: [Kennedy-Todd Silka](#); [Christian Van Der Nest](#); [Anita Chen](#); [Tim Steer](#)
Cc: [Quearney Carol \(ST\)](#); [Bennett Victoria \(ST\)](#); [Osborne Emma](#); [Taylor Lisa](#); [Chapman Helen \(TPH\)](#); [Emmerson Garrett](#)
Subject: Re: Private Hire briefing notes for 6 February meeting
Date: 04 February 2014 16:47:21

Ok thanks

From: Kennedy-Todd Silka [mailto:xxxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Tuesday, February 04, 2014 04:46 PM
To: Isabel Dedring; Christian Van Der Nest; Anita Chen; Tim Steer
Cc: Quearney Carol (ST) <[REDACTED]> Bennett Victoria (ST) <[REDACTED]>
<[REDACTED]> Osborne Emma <[REDACTED]> Taylor Lisa <[REDACTED]>
<[REDACTED]> Chapman Helen (TPH) <[REDACTED]>
xxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: Private Hire briefing notes for 6 February meeting

Hi Isabel and Christian

Attached is the briefing note for Thursday's Private Hire meeting, which Helen has written and Garrett has approved.

Best wishes
Silka

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London | 11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail: silkakennedy-xxx@xxx.xxx.xx



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From: [Isabel Dedring](#)
To: [Young Phil](#); [Kennedy-Todd Silka](#); "[xxxxx@xxxxxxxxxxx.xxx](#)"; [Christian Van Der Nest](#); [Crowson Darren \(TPH\)](#); [Chapman Helen \(TPH\)](#)
Cc: [Emmerson Garrett](#); [Kyte Niki](#); [Chapple Theo](#)
Subject: Re: Private Hire feedback on TfL website
Date: 06 February 2014 16:06:47

Phil

We will need to do a meeting I'm afraid (long story)

But I am sure the team can provide the background in advance

Thanks

From: Young Phil [mailto:████████████████████]
Sent: Thursday, February 06, 2014 04:00 PM
To: xxxxxxxxxxxxxxxxxxx@xxx.xxx.xx; 'Steve Wright (xxxxx@xxxxxxxxxxx.xxx)' <xxxxx@xxxxxxxxxxx.xxx>; Christian Van Der Nest; Crowson Darren (TPH) <████████████████████ Chapman Helen (TPH) <████████████████████
Cc: Isabel Dedring; xxxxxxxxxxxxxxxxxxx@xxx.xxx.xx; Kyte Niki <████████████████████ Chapple Theo <████████████████████
Subject: RE: Private Hire feedback on TfL website

Thanks Silka,

I'd be grateful for details of the issue in advance so we can make best use of time in this meeting and ensure we make the right people available. It may be possible to deal with the issue without meeting if it's a simple one.

Regards

Phil

Phil Young | Head of Online | Transport for London
13th Floor Windsor House | 42-50 Victoria Street, London, SW1H 0TL
Tel: ██████████ Internal: ██████████
E-mail: ██████████ | Web: www.tfl.gov.uk

From: Kennedy-Todd Silka
Sent: 06 February 2014 15:54
To: 'Steve Wright (xxxxx@xxxxxxxxxxx.xxx)'; Young Phil; 'Christian Van Der Nest'; Crowson Darren (TPH); Chapman Helen (TPH)
Cc: 'Isabel Dedring (xxxxxx.xxxxxxxxx@xxxxxx.xxx.xx)'; Emmerson Garrett; Kyte Niki
Subject: Private Hire feedback on TfL website

All

At the Private Hire quarterly meeting earlier today we agreed to put Steve Wright (TfL board member, chairman of the Licensed Private Hire Car Association) in touch with Phil Young (head of TfL online) to discuss issues the private hire trade has with the search engine on the TfL website and what can be done to address them.

Phil and I have now spoken about this meeting and he's very happy for it to go ahead. Christian

Van der Nest from the Mayor's transport team and either Darren or Helen from TPH here at TfL should also attend, so are copied into this email.

Steve and Phil, can I leave you to discuss diaries and an appropriate meeting location, and Phil, will you arrange for the meeting invitation to be sent to everyone?

Thank you
Silka

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London | 11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail: silkakennedy-xxx@xxx.xxx.xx



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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: Re: Ps
Date: 05 June 2014 11:13:12

Yeesh

----- Original Message -----

From: Emmerson Garrett [<mailto:GarrettEmmerson@tfl.gov.uk>]
Sent: Thursday, June 05, 2014 11:07 AM
To: Isabel Dedring
Subject: Re: Ps

Ok!

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Thursday, June 05, 2014 10:55 AM
To: Daniels Leon; Emmerson Garrett
Cc: Hendy Peter (TfL)
Subject: Ps

Garrett let's debrief the FPC discussion at the surface 121

Thanks for coming down (thanks Peter)

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From: Emmerson Garrett
To: "Richard Tracey"; Skelley Dana (ST); Taylor Lisa
Cc: "Isabel Dedring"; Hobley Marcus; Members Correspondence; Hendy Peter (TfL)
Subject: RE: Putney Bridge Closure
Date: 01 April 2014 09:46:00

Richard

I am sure we can get you this information but, just to remind you, this is a Borough scheme, not a TfL one. It will be for them to do written notification of the works to local businesses and residents.

Garrett

-----Original Message-----

From: Richard Tracey [mailto:Richard.Tracey@london.gov.uk]
Sent: 01 April 2014 09:38
To: Emmerson Garrett; Skelley Dana (ST); Taylor Lisa
Cc: Isabel Dedring; Hobley Marcus; Members Correspondence; Hendy Peter (TfL)
Subject: FW: Putney Bridge Closure
Importance: High

See below. I am being asked for precise dates for the bridge work starting - and finishing. And for some written notification to local businesses and residents. Could you supply urgently please?

RT

From: Councillor Leslie McDonnell [REDACTED]
Sent: 01 April 2014 09:26
To: 'Steffi Sutters'; 'Rosemary Torrington'; Richard Tracey
Cc: 'Govindia, Ravi (Cllr)'; 'Nickels, Jennifer (Cllr)'; [REDACTED]; [REDACTED]; [REDACTED]; 'Stokes, Liz (Cllr)'; 'Sutters, Steffi (Cllr)'; 'Cooper, Jane (Cllr)'; [REDACTED]; 'Maddan, Jim (Cllr)'; 'Torrington, Rosemary (Cllr)'; 'Ryder, Mike (Cllr)'; 'Cuff, Nick (Cllr)'; 'Grimston, Malcolm (Cllr)'; [REDACTED]; 'Humphries, Guy (Cllr)'; 'Walsh, Terry (Cllr)'; 'Caddy, Kim (Cllr)'
Subject: RE: Putney Bridge Closure

May I endorse this sentiment. I also understood that of paramount importance is getting the work completed before the Christmas commercial rush.

I understand that where other bridges are closing TfL is being very active in liaising with the local authorities/residents advising them fully of the proposed timings. Silence seems to be prevailing here. Dick, can they be reminded firmly that what is good for one bridge closure is equally good for another?

Kind regards

Les McDonnell

From: Steffi Sutters [mailto:[REDACTED]]
Sent: 01 April 2014 09:15
To: Rosemary Torrington
Cc: Govindia, Ravi (Cllr); Nickels, Jennifer (Cllr); [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; 'Stokes, Liz (Cllr)'; 'Sutters, Steffi (Cllr)'; 'Cooper, Jane (Cllr)'; 'Leslie McDonnell'; [REDACTED]; [REDACTED]; 'Maddan, Jim (Cllr)'; 'Torrington, Rosemary (Cllr)'; 'Ryder, Mike (Cllr)'; 'Cuff, Nick (Cllr)'; 'Grimston, Malcolm (Cllr)'; [REDACTED]; [REDACTED]; 'Humphries, Guy (Cllr)'; 'Walsh, Terry (Cllr)'; 'Caddy, Kim (Cllr)'
Subject: Re: Putney Bridge closure

I agree we do need to get a statement out.

Steffi

On 1 Apr 2014, at 09:07, Rosemary Torrington wrote:

Yes, I think a statement would be helpful.

When do we expect the work to start? My understanding was that the aim is take advantage of the summer months when concrete sets quickly and people are away on holiday.

Many thanks

Rosemary

From: Govindia, Ravi (Cllr) <rgovindia@wandsworth.gov.uk><<mailto:rgovindia@wandsworth.gov.uk>>>
Sent: 31 March 2014 17:05
To: Nickels, Jennifer (Cllr); [REDACTED] <[mailto:\[REDACTED\]](mailto:[REDACTED])> [REDACTED] <[mailto:\[REDACTED\]](mailto:[REDACTED])>
[REDACTED] <[mailto:\[REDACTED\]](mailto:[REDACTED])> Stokes, Liz (Cllr); Sutters, Steffi (Cllr); Cooper, Jane (Cllr); Leslie McDonnell; [REDACTED]
[REDACTED] <[mailto:\[REDACTED\]](mailto:[REDACTED])> Maddan, Jim (Cllr); Torrington, Rosemary (Cllr); Ryder, Mike (Cllr); Cuff, Nick (Cllr);
Grimston, Malcolm (Cllr); [REDACTED] <[mailto:\[REDACTED\]](mailto:[REDACTED])> Humphries, Guy (Cllr); Walsh, Terry (Cllr);
Caddy, Kim (Cllr)
Subject: FW: Putney Bridge closure

fyi

From: [REDACTED]
Sent: 31 March 2014 15:35
To: Govindia, Ravi (Cllr); King, Russell (Cllr)
Cc: [REDACTED]
Subject: FW: Putney Bridge closure
Importance: High

Please see press query below from the editor of the putneysw15.com<<http://putneysw15.com>> website, which have been sparked I think by a few misleading comments published on its forum pages - namely that the bridge is closing for six months on June 1st

Rather than let this drift and run the risk of other people coming forward to ask us to confirm what's going on - how about sending Sandi the following holding statement, which could then be used if anyone else asks

"No decision has yet been made about the timetable for this work and there is still much preparatory work to be done before we can even start thinking about dates
Our overriding aim is to get the job done as quickly as possible and with the least amount of disruption to the travelling public. However as soon as a decision on timings is reached, we will make sure that Putney residents and businesses are the first to know "

Here's what is being said on the website's forum pages

Topic:

Re:Re:Re:Putney Bridge closures

Posted by:

Victoria Diamond<<http://appasp.putneysw15.com/server/app/forum/ShowMessage.asp?ID=981936>>

Date/Time:

28/03/14 20:28:00

At the public SNT meeting last week the police said that, as far as they were aware, the bridge was shutting in the first week of June for 6 months. Only open to pedestrians and dismounted cyclists. Buses to turn each side of the bridge. If there are problems it may take longer, but at the moment, that's what is expected. News of this closure has been all over local press, this site and others. Don't think there are many who aren't aware of it!

Topic:

Re:Re:Re:Putney Bridge closures

Posted by:

Lucille Grant<<http://appasp.putneysw15.com/server/app/forum/ShowMessage.asp?ID=981988>>

Date/Time:

29/03/14 09:23:00

Victoria I think most people visiting this site knew about the consultation and the options of whether to close the bridge for 6 months or longer but I for one wasn't aware that the final decision had been taken and that it would close from June 1st for 6 months. Where/when was this announced?

Topic:

Re:Re:Re:Re:Putney Bridge closures

Posted by:

Victoria Diamond<<http://appasp.putneysw15.com/server/app/forum/ShowMessage.asp?ID=982051>>

Date/Time:

29/03/14 14:23:00

There was something on the front page of SW15, but then there was the public consultation, and I think they took it down until we knew definitively I thought there had been a public announcement, especially when the SNT team passed on their knowledge But you're right I can't find anything official anywhere, so apologies for thinking there had been! I've emailed the Council to find out what's going on Not very efficient given that it's just over 2 months until the closure is planned Allegedly!

Re:Re:Re:Re:Re:Putney Bridge closures

Posted by:

Adam Tripp<<http://appasp.putneysw15.com/server/app/forum/ShowMessage.asp?ID=982058>>

Date/Time:

29/03/14 14:58:00

I thought there was a big cycle race going through Putney in August? perhaps there will have to dismount and walk across the bridge :)

Re:Re:Re:Re:Re:Putney Bridge closures

Posted by:

Victoria Diamond<<http://appasp.putneysw15.com/server/app/forum/ShowMessage.asp?ID=982114>>

Date/Time:

29/03/14 22:20:00

Apparently an announcement is due soon, once a few glitches are sorted out Expected start date is 2 June For the cycle race there will be some special lane on the bridge, so it will go ahead as planned That's all the news for the moment!

From: Editor - Putney [<mailto:editor@putneysw15.com>]<[mailto:\[mailto:editor@putneysw15.com\]](mailto:[mailto:editor@putneysw15.com])>

Sent: 29 March 2014 13:10

To: [REDACTED]

Subject: Putney Bridge closure

Hi Charlie

Can you confirm if the decision has been made re the closure of the bridge – I thought there was a meeting on Thursday next week but on the forum people have said it is already decided?

We'd be grateful for any information or light you can cast on the subject!

Thanks

Sandi

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From: [Emmerson Garrett](#)
To: [Hendy Peter \(TfL\)](#); [Skelley Dana \(ST\)](#); [Taylor Lisa](#)
Cc: ["isabel.dedring@london.gov.uk"](#); [Hudson Teresa](#)
Subject: RE: Putney Bridge Closure
Date: 01 April 2014 09:47:00

Ah - snap!

-----Original Message-----

From: Hendy Peter (TfL)
Sent: 01 April 2014 09:46
To: Emmerson Garrett; Skelley Dana (ST); Taylor Lisa
Cc: 'isabel.dedring@london.gov.uk'; Hudson Teresa
Subject: Re: Putney Bridge Closure

It isn't our work, is it? It's the L B Wandsworth?
P

----- Original Message -----

From: Richard Tracey [<mailto:Richard.Tracey@london.gov.uk>]
Sent: Tuesday, April 01, 2014 09:37 AM
To: Emmerson Garrett; Skelley Dana (ST); Taylor Lisa
Cc: Isabel Dedring <Isabel.Dedring@london.gov.uk>; Hobley Marcus; Members Correspondence; Hendy Peter (TfL)
Subject: FW: Putney Bridge Closure

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To: [REDACTED]

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From: [Isabel Dedring](#)
To: [Richard Tracey](#); [Edward Lister](#); [Stewart Murray](#)
Cc: [Emmerson Garrett](#); [Thompson Andrew \(ST\)](#); [Katherine McKinlay](#); [Commons Jane \(ST\)](#); [Jorn Peters](#); [Craig Graeme](#)
Subject: RE: Record numbers travel on the River Thames as Action Plan delivers improvements in its first year
Date: 27 February 2014 09:52:10
Attachments: [image003.png](#)
[image004.png](#)

Thanks Dick, I'm glad all the team's hard work on the river plan is appreciated!

I suggest a meeting to discuss this in first instance between Andy T, Kat, Graeme, and Stewart or someone on his team is best way to approach in the first instance so we can narrow down what could be done where. That could then be worked up and fed back to you and me.

Isabel

-----Original Message-----

From: Richard Tracey
Sent: Thursday, February 27, 2014 09:20 AM GMT Standard Time
To: Edward Lister; Stewart Murray
Cc: Isabel Dedring; xxxxxxxxxxxxxxx@xxx.xxx.xx; Andy Thompson [REDACTED]
Katherine McKinlay; xxxxxxxxxxx@xxx.xxx.xx; Jorn Peters
Subject: Record numbers travel on the River Thames as Action Plan delivers improvements in its first year

Eddie/Stewart

You may or may not have spotted this press release yesterday. It marked another anniversary of the Mayor's River Concordat, and also the first anniversary of the launch of the highly successful River Action Plan with 8.5 million passengers now being carried on the river, aiming at the Mayor's target of 12million passengers by 2020.

I am writing to you because during the session yesterday various knowledgeable professionals on the river mentioned the need to develop the piers more commercially to attract even more commuters, river supporters, and tourists. The obvious comparison is the network of Paris piers on the Seine with their highly successful cafes, restaurants, and bars. There are of course acknowledged differences between the rivers Seine and Thames, and between Paris and London bankside logistics, but one point made very strongly was that the London Plan has always appeared to be an obstacle to being able to build more attractive piers, with restaurant/ bar facilities built into or above the operational structure along the lines of the HMS Belfast bar/restaurant along the pathway from City Hall or the Lambeth Pier cafe. Could you look at this and engage in discussions with us to facilitate it. We are not looking to build further structures out into the stream, but rather in principle putting a further storey on some piers or using vacant space at the lower river level to allow space for commercial operations to open, an objective being sought by TfL elsewhere in the transport network. We can introduce various of the river professionals to develop thinking with you which would be most appreciated.

I hope to hear a favourable response.

Good wishes

Dick
Richard Tracey JP AM
The Mayor's Ambassador for River Transport

From: TfL Press Office [xxxxxxxxxxx@xxx.xxx.xx]
Sent: 26 February 2014 14:19
Subject: TfL Press Release - Record numbers travel on the River Thames as Action Plan delivers improvements in its first year

Press release



PN-072
26 February 2014

Record numbers travel on the River Thames as Action Plan delivers improvements in its first year

- **Record passenger numbers carried on River Buses and River Tours**
- **Passenger numbers increased to 8.5 million in 2013**
- **Five new piers planned, with Battersea Power Station and Plantation Wharf piers due to open later this year**
- **Pier extension work at three central London piers underway**
- **Better and clearer passenger information rolled out to further integrate the river with other transport services**

The Mayor and Transport for London (TfL), along with members of the River Concordat, today marked the key achievements of the first year of the River Action Plan, while planning ahead to get even more people making commuter and leisure journeys on the Thames.

The River Action Plan, launched in February last year, details a host of measures designed to increase the number of river passengers to 12 million by 2020, and figures from last year already show very positive signs as passenger numbers increased to 8.5 million.

The record year for passenger numbers on the River Thames saw significant growth in both River Bus and River Tours services. The Putney to Blackfriars River Bus service has seen a 130 per cent increase in passenger numbers since its re-launch in April 2013. In response to this increase in passenger demand an additional two morning and three evening sailings have been introduced. Meanwhile River Tours has seen growth of approximately 20 per cent in journeys on the Thames during 2013/14.

The Mayor of London, Boris Johnson, said: "The River Thames plays an integral role as both a key artery for commuters and a wonderful avenue for tourists too. That is why I am delighted that a record number of passengers used the river last year, benefitting from our clearer timetables and improved routes. We are nevertheless looking to the future with plans to build further new piers and to expand existing facilities, remaining on course to reach 12 million passengers travelling on the Thames by 2020."

Garrett Emmerson, TfL's Surface Chief Operating Officer, said: "River transportation is going from strength to strength, with ambitious plans supported by the commitment of TfL, the River Concordat and the River Action Plan. As more riverside developments include the river in their plans I am sure we will see continued growth in passenger numbers. This is an exciting time for river services and future collaborative working will ensure the capital's most famous waterway remains at the heart of London's growth."

To ensure that continued growth in demand is matched by pier capacity, work is being progressed to extend three existing central London piers. Findings from a recent marine engineers' study has identified viable options for increasing berthing and passenger capacity at three central London piers - Bankside, Embankment and Westminster - by 2015.

A number of new pier infrastructure projects are also progressing well as new riverside developers move forward with their plans. These include new piers at Battersea Power Station and Plantation Wharf, which are due to open later this year. Plans for piers at Convoys Wharf in Deptford, Enderby Wharf in Greenwich and the western side of North Greenwich Peninsula are also underway.

Better passenger information continues to be rolled out at all river piers, with clearer transport

interchange information to ensure the river is better integrated with the rest of the transport network. Real time boat information is also now available for River Bus services at all piers, online and via text messaging. A pilot project upgrading the look and feel of piers is being delivered at two piers, Embankment and Westminster, to make the piers more visible and to improve passengers' experience when using river services, including the delivery of clearer signage, better flooring and improved lighting.

Promotional activity around the river has also increased with passengers benefiting from clearer timetables and a 'Tube style' route map providing clearer destination and attraction information. The @TfLRiver twitter feed provides passengers with Real Time River updates through social media, and TfL is working with London and Partners to market the river as part of their international 'London Story' campaign.

Building on the last 12 months' success TfL and the River Concordat are planning on maintaining the momentum gained since the launch of the River Action Plan last year. Efforts to improve integration with the rest of the transport network will continue through the progression of contactless ticketing on river bus services and the introduction of cycle facilities at the minority of piers where these are not already in place. The River Concordat Steering Group will continue to address strategic issues on the River Thames that impact on river passenger services, including boatyard capacity.

The Mayor brought together over 40 organisations to form a River Concordat in 2009 and appointed Richard Tracey AM as the Mayor's Ambassador for River Transport, charged with boosting its growth. It is an agreement between the Port of London Authority (PLA), boat operators, pier owners, boroughs, TfL and the Greater London Authority that sees all organisations working together to improve passenger services and increase the number of people travelling on the River Thames.

ENDS

Notes to Editors

1. TfL's River Action Plan is available to view at <http://www.tfl.gov.uk/assets/downloads/river-action-plan.pdf>
2. For more information on London's river services, visit www.tfl.gov.uk/river or pick up one of the new guides from some London River Services' piers, London Underground stations and Transport for London Travel Information Centres.
3. There is a third off standard adult and child fares on most river services for passengers with valid Travelcards. Oyster pay as you go is accepted on River Bus services and passengers using it to pay for their fare receive a ten per cent discount on most River Bus services. For regular passengers there is a range of competitive season tickets available on a weekly, monthly and yearly basis.
4. London River Services is responsible for managing eight piers on the river: Westminster, Festival, Embankment, Millbank, Blackfriars, Bankside, Tower and Greenwich.
5. All London River Services piers are step-free at all states of the tide, allowing access for mobility impaired passengers. Most river boats are accessible - passengers should contact boat operators for comprehensive accessibility information when planning their journeys. The relevant contact information is included in the new guide and is available at www.tfl.gov.uk/river.

David B Edwards
TfL Press Office
020 3054 7228

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From: Kennedy-Todd Silka on behalf of Emmerson Garrett
To: "Richard Tracey"; "Isabel Dedring"; Daniels Leon; Emmerson Garrett
Subject: RE: Roehampton Lane SW15 traffic problems
Date: 21 February 2014 16:24:24
Attachments: [REPLY: Roehampton Lane SW15 traffic problems.msg](#)

Richard

You'll see from the attached that we've replied to Steve Kempster today, and that Toyin Odusina, a Regional Planning Manager at TfL, will be meeting with Steve to discuss the issues relating to Roehampton Lane on Monday.

Regards

Garrett

Silka Kennedy-Todd | Service Integration Manager | Surface Managing Director's Office
Transport for London | 11th Floor - Zone R3, Palestra, 197 Blackfriars Road, London SE1 8NJ
Phone: [REDACTED] | Internal extension [REDACTED] | Mobile: [REDACTED] | E-mail: xxxxxxxxxxxxxx@xxx.xxx.xx



Visit www.tfl.gov.uk/yearofthebus for information about Year of the Bus.

From: Richard Tracey [mailto:xxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: 18 February 2014 14:26
To: Isabel Dedring; Daniels Leon; Emmerson Garrett
Subject: FW: REPLY: Roehampton Lane SW15 traffic problems

Could you please have this looked at by senior officers

Richard

Richard Tracey JP AM
London Assembly Member for Merton & Wandsworth
Phone 020 7983 4365
Mobile 07884 366739

From: Kempster, Steve [mailto:[REDACTED]]
Sent: 18 February 2014 13:53
To: [REDACTED]
Cc: [REDACTED]; Richard Tracey; Cooper, Jane (Cllr); King, Russell (Cllr)
Subject: FW: REPLY: Roehampton Lane SW15 traffic problems

Dear Ms Keane

I have been passed a copy of your response to Richard Tracey on traffic issues affecting Roehampton Lane SW15 and asked to clarify a few points from Wandsworth's perspective.

I would like to emphasise that the Council's main concern is that the volume of "rat running" traffic using the nearby Dover House Road is adversely affecting residents. Much of this traffic is encouraged to divert off Roehampton Lane in the morning peak when motorists are confronted by the tailbacks between the junctions of Clarence Lane and Danebury Avenue. This traffic pattern has been confirmed by previous origin a destination surveys. Many motorists then decide to use either Medfield Street or Roehampton High Street to access Dover House Road.

The Council feel that if the TLRN parking bays in Roehampton Lane between Clarence Lane and Danebury Avenue were converted to inter-peak use only then this would not only free up much needed stacking space for northbound vehicles approaching the Clarence Lane signals, but provide a lane for left turning traffic at this junction. It is felt that northbound motorists would then be more likely to remain on the TLRN if the queues approaching the Clarence Lane signals were reduced.

The Council has reviewed the pedestrian facilities along this section of Roehampton Lane and there are no substantial engineering obstacles to providing 2 lanes between Danebury Avenue and Clarence Lane. It is accepted that much of this displaced parking would migrate to borough roads. However, it is unlikely that the owners of vehicles for sale would be willing to move their vehicles on a daily basis so this issue would also be substantially addressed.

I would appreciate it if this issue could be revisited by TfL in light of my clarification.

Yours sincerely
Steve Kempster
Assistant Head of Operational Services

From: Keane Kate [mailto:[REDACTED]]
Sent: Wednesday, January 15, 2014 05:46 PM
To: Richard Tracey
Cc: Members Correspondence <xxxxxxxxxxxxxx@xxx.xxx.xx>; Greaves David <[REDACTED]>; Hobley Marcus <[REDACTED]>
Subject: REPLY: Roehampton Lane SW15 traffic problems

Dear Richard

Thank you for your email regarding traffic congestion in Roehampton Lane.

TfL is always supportive of proposals to improve traffic congestion on its network whilst endeavouring to meet the needs and desires of local businesses and residents.

In terms of addressing the issues with parking and the cars with 'for sale' signs using the unlimited parking bays, I understand both the local borough officers and Police have tried to do everything within their powers to stop this. I have highlighted it once again to the Police to see if there is anything further that can be done or if enforcement can be stepped up in this area. In the meantime, it has been suggested that Trading Standards may be able to provide some additional guidance and take appropriate action in tandem with the DVLA. We will follow this up with Trading Standards.

In terms of the traffic congestion, we feel that the changes proposed by Ward Councillors and Wandsworth officers would only partially address the issues between Danebury Avenue and Clarence Lane. The suggested changes would be at the expense of a loss of parking bays and changes to the current highway layout, including refuge islands and the pedestrian crossing north of Holfold Way. There is also a disabled parking bay on Roehampton Lane, just north of Kingsclere Close, which would need to be retained or moved to an appropriate location in the area.

As requested by the councillors, if the parking was removed or only allowed after 10.00am, the vehicles that are currently occupying the parking bays would simply move to bays on the southbound side of Roehampton Lane or nearby borough roads, therefore transferring the problem to other locations in the vicinity.

TfL is aware of concerns over rat-running using local roads to avoid the northern end of Roehampton Lane and traffic congestion at Roehampton Lane junction with Upper Richmond Road. Our observation is that the rat running is encouraged by the high volume of traffic using Roehampton Lane and the limited junction capacity at Upper Richmond Road/ Roehampton Lane junction. Therefore, if parking changes were undertaken in isolation, limited journey time benefits would be realised as this link (between Danebury Avenue and Clarence Lane) would be unable to deliver its optimum capacity due to the constraint at the Roehampton Lane junction. That said, we recognise issues at this location and we currently have a study on our programme which is looking at the feasibility of improving junction capacity at Upper Richmond Road/ Roehampton Lane junction.

We also understand that the London Borough of Wandsworth has proposals to regenerate Roehampton Lane and have engaged consultants to undertake a 'Transport in Roehampton' study. We do not have access to the study report as yet and borough officers have informed us that the report will be shared with us after the wider Alton West master planning exercise is complete as the findings of this planning work would have an impact on Roehampton Lane. It is hoped that recommendations from these reports can form the basis of a joint LB Wandsworth/TfL strategy to address rat-running (and other issues including pedestrian crossings at local junctions) in the area.

It would therefore be premature to come up with any proposals for the area without analysing the outcome of the above studies.

Given the above, we feel a site visit may be more suitable once the findings of the reports have been reviewed and we can work with LB Wandsworth to come up with a strategy to try and address the various concerns in the area. I will be in touch once we have confirmed dates as to when the various studies will be completed and we review the outcomes.

Kind regards

Kate

Surface Stakeholder Engagement Manager
Surface Transport, Managing Director's Office
Transport for London | Floor 11R3 | Palestra | 197 Blackfriars Road | SE1 8NJ
Tel: [REDACTED] Auto: [REDACTED] Email: [REDACTED]

—Original Message—

From: Richard Tracey [mailto:Richard.Tracey@london.gov.uk]
Sent: 08 January 2014 17:12
To: Emmerson Garrett; Bristow Alan (ST)
Cc: Daniels Leon; Isabel Dedring; Hobley Marcus; Members Correspondence
Subject: Roehampton Lane SW15 traffic problems.
Importance: High

I have contacted you before about the traffic congestion in Roehampton Lane owing to the parking bays being arguably too extensive. There appears to be a knock on effect in that there is consequential rat running to the parallel Dover House Road, a borough road and residential area.

The view in the West Putney ward which covers the area is that the rat running is encouraged by the bottle neck on Roehampton Lane between Danebury Avenue junction and Clarence Lane junction. The bottle neck is created by parking along this stretch of Roehampton Lane.

The councillors feel that if the parking was removed, or only allowed after 10.00 am, the problem would be solved – traffic would move smoothly and the temptation to use Dover House Road gone. This has been discussed this with Wandsworth officers who agree. As for the parking, much of this is used by a car dealer who displays clear For Sale signs and not residents or visitors to the area.

Could you please give me a quick response now.

RT

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—Original Message—

From: Richard Tracey [mailto:Richard.Tracey@london.gov.uk]
Sent: 29 December 2013 16:57
To: Emmerson Garrett; Bristow Alan (ST); Williams Alex
Cc: Isabel Dedring; Hobley Marcus; Members Correspondence
Subject: FW: Roehampton Lane SW15 parking bays on west side
Importance: High

See below from councillors in West Putney ward, LB Wandsworth, which includes Roehampton Lane. For a very long time, they have seen "for sale" cars parked all day in the Red Route parking bays in Roehampton Lane without any enforcement or attempt to move them on when they are obviously displaying "for sale" cards and mobile phone numbers on windscreens. It is the desire of all to crack down on this, and the request is either to remove the bays or to put time limits on the parking periods to discourage or eliminate these cars. There are other congestion points which you see in the email below.

Can I ask for an on site meeting to be organised ASAP between TfL officers, LB Wandsworth Highways officers such as Steve Kempster, and the West Putney councillors to make progress on a solution. Please come back to me.

RT

From: Jane Cooper [REDACTED]
Sent: 29 December 2013 15:50
To: Richard Tracey
Cc: Kempster, Steve; 'Liz Stokes'; Steffi Sutters; Russell King
Subject: FW: Roehampton Lane parking bays on west side

Dear Dick

We spoke briefly about the matter outlined in Mr Kempster's email below .

It would appear to me and others that if we stopped parking in the bays between Danebury Ave and Clarence Lane before 10am we could have two lanes of traffic heading north instead of one which should encourage traffic to stay on Roehampton Lane instead of rat running down Dover House Rd .

I would , therefore , like to have a meeting with TFL and Mr Kempster as soon as possible to discuss TFL's objections ; are you happy to set this up and facilitate ?

Best wishes and a Happy New Year

Jane

Councillor Jane Cooper
West Putney Ward

From: Kempster, Steve [mailto:]
Sent: 12 December 2013 12:31
To: 'Jane Cooper'
Subject: RE: Roehampton Lane parking bays on west side

Councillor Cooper,

I took a drive along there on Wednesday morning and there seems to be ample room to have a two lane northbound carriageway if some minor adjustments were made to the existing layout of the road markings. A detailed design by TfL is required as some small changes to the central refuge island sites and traffic signal island may be required, but again only a marginal change if at all. As the width across the whole road is about 14m to 15m there is adequate room to make this work and I feel it is more about the will to do so rather than a physical impossibility.

An engineer has been on site this morning to measure the road by Holford Way. The total carriageway width is 14.3m. This is made up of 5.5m northbound lane, 3m hatched central reserve, 3.8m southbound lane and 2m parking bay on eastern side.

Please let me know if you need any further information.
Regards
Steve Kempster

From: Jane Cooper [mailto:]
Sent: 11 December 2013 10:24
To: Kempster, Steve
Subject: RE: Roehampton Lane parking bays on west side

Dear Mr Kempster

You kindly offered last night to look at the plans for Roehampton Lane to see if it was possible to give me the width of the road adjacent to Holford Way . If you can it will save me /us going down there with my tape measure !

Many thanks

Yours sincerely
Councillor Jane Cooper
West Putney Ward

From: Kempster, Steve [mailto:]
Sent: 19 November 2013 10:39
To: Cooper, Jane (Cllr)
Subject: FW: Roehampton Lane parking bays on west side

Dear Councillor Cooper,
As requested, I have forwarded you TfL's response to the proposal to reduce the hours of parking on Roehampton Lane; they have responded saying no to any changes.
You suggested you wished to raise this Mr Tracey.

Please let me know if you require any other information.
Regards
Steve Kempster
Assistant Head of Operational Services.

From: Kanagasabesan Ahilan (ST) [mailto:]
Sent: 19 November 2013 09:31
To: Hoare, Martin
Subject: FW: Roehampton Lane parking bays on west side Martin,

Thank you for consulting Transport for London (TfL) on Roehampton Lane parking bays proposal. TfL is always supportive of proposals to improve traffic congestion on its network whilst endeavouring to meet the needs and desires of local businesses and residents.

As discussed during our telephone conversation, I have the following comments to make;

- Parking demand along Roehampton Lane, where the reduction in parking hours is proposed, is high due to businesses, shops, health centre, surgery and residential properties. It is worth mentioning that there is a disabled bay, just north of Kingsclere Close, in the proposed area in operation at all times.

- Even if TfL agrees to operate parking bays only during inter-peak hours, traffic can only progress in two lanes up to just south of Holford Way, where the road narrows down to one lane. Therefore, in reality, the change in parking hours would provide limited journey time benefits to motorised traffic.

For the above reasons, TfL currently is unable to support the proposal to operate parking bays during inter-peak period at this location.

Please contact me if you would like to discuss this further.

Kind Regards

Ahilan Kanagasabesan

Senior Regional Planner
Road Space Management, Surface Transport Creating reliable, efficient, safer and healthier transport choices Transport for London, 8th Floor | Palestra | 197
Blackfriars Road | London | SE1 8NJ
Auto: 80796 | Tel: (020) [REDACTED] | Fax: 0203 054 2004
Email: [REDACTED] [mailto:\[REDACTED\]](mailto:[REDACTED])

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From: [Isabel Dedring](#)
To: [Erica Walker](#)
Cc: [Tim Steer](#); [Christian Van Der Nest](#); [Anita Chen](#); [Emmerson Garrett](#); [Daniels Leon](#)
Subject: RE: Roads presentation - F&PC
Date: 27 February 2014 13:43:31

This is absolutely excellent. Thanks.

From: Erica Walker
Sent: 26 February 2014 12:30
To: Isabel Dedring
Cc: Tim Steer; Christian Van Der Nest; Anita Chen
Subject: FW: Roads presentation - F&PC


Hi Isabel,

Please find attached the revised F&PC roads programme paper for you to review. I've had a flick through and it looks much better. Shorter (now 46 slides) and tells a clear story of the programme, links back to the RTF vision, and articulates outcomes for each of the key investment strands.

Do you want to either feed any comments back to me, or direct to Lisa T / Garrett?

Many thanks,

Erica

From: Taylor Lisa [<mailto:> 
Sent: 26 February 2014 11:59
To: Erica Walker
Cc: Osborne Emma; Christian Van Der Nest; Tim Steer; [xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx](#)
[xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx](#)
Subject: RE: Roads presentation - F&PC


Hi Erica,

Sorry for delay.

Revised DRAFT slide deck attached. These will be routed to Secretariat later today for review by Chief Officers but, as you know, print deadline is on 4th March so time to reflect any comments.

Thanks,

L

From: Erica Walker [<mailto:> 
Sent: 26 February 2014 11:32
To: Taylor Lisa

Cc: Osborne Emma; Christian Van Der Nest; Tim Steer
Subject: Roads presentation - F&PC

Hi Lisa – Any sign of the updated roads presentation for Isabel to review yet? Conscious of the 4th March print deadline....

Many thanks

Erica

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From: [Isabel Dedring](#)
To: [REDACTED]; [Erica Walker](#); [REDACTED] [k@camden.gov.uk](#); [REDACTED] [@cityoflondon.gov.uk](#); [Kurland Esther \(Urban Design London\)](#); [Plowden Ben](#); [Williams Alex](#); [Bristow Alan \(ST\)](#); [Uzoka Joseph](#); [Murphy Andrea](#)
Cc: [Turner Lucinda](#); [Keegan Mike \(TfL\)](#); [Tim Steer](#); [Emmerson Garrett](#); [Uzoka Joseph](#); [Anita Chen](#); [REDACTED] [@londoncouncils.gov.uk](#); [Wilson Alison](#)
Subject: Re: Roads Task Force - governance sub group - MEETING NOTE 3
Date: 15 January 2014 12:56:19

Those points sound very sensible Nick, Erica can we ensure that we reflect them in next iteration

Thanks

From: Nick Lester [mailto:[REDACTED]]
Sent: Wednesday, January 15, 2014 11:31 AM
To: Erica Walker; Sam Monck <[REDACTED] [@camden.gov.uk](#)>; [REDACTED] <[REDACTED] [@cityoflondon.gov.uk](#)>; [REDACTED] <[REDACTED] [@cityoflondon.gov.uk](#)>; [REDACTED] <[REDACTED] [@tfl.gov.uk](#)>; Isabel Dedring; Plowden Ben <[REDACTED] [@tfl.gov.uk](#)>; [REDACTED] >; [REDACTED] <[REDACTED] [@tfl.gov.uk](#)>; [REDACTED] <[REDACTED] [@tfl.gov.uk](#)>; Murphy Andrea <[REDACTED] [@tube.tfl.gov.uk](#)>
Cc: [REDACTED]; Tim Steer; [garrettemmerson@tfl.gov.uk](#); Uzoka Joseph <[REDACTED] [@londoncouncils.gov.uk](#)>; Anita Chen; Yuan Yee Yin <[REDACTED] [@londoncouncils.gov.uk](#)>; [REDACTED] <[REDACTED] [@tfl.gov.uk](#)>
Subject: RE: Roads Task Force - governance sub group - MEETING NOTE 3

My main point, which I mentioned at the meeting, is that the process as detailed is essentially one where TfL is the lead body (and possibly where it might not be the lead body but is a major funder). That is, it is about the proper governance to give authority to spend TfL's money.

A separate process needs to be described which is where TfL is taking a decision as a traffic management authority about the acceptability of a particular scheme in the network, whether or not TfL is the lead body for promoting the scheme.

In practice these two processes need to run in parallel with, perhaps, the traffic approval being the core (simply because every scheme must go through this process) and the funding approvals dipping in and out as needed for those schemes where TfL is the lead.

A rather smaller point in section 5 is that it is worth reminding ourselves (again) that the TMA specifically defines pedestrians as part of traffic.

Nick

From: Erica Walker [mailto:[REDACTED]]
Sent: 14 January 2014 13:33
To: Sam Monck; [REDACTED]; [REDACTED] [@cityoflondon.gov.uk](#); Nick Lester; 'Kurland Esther (Urban Design London)' <[REDACTED] [@tfl.gov.uk](#)>; Isabel Dedring; 'Plowden Ben'; 'Williams Alex' <[REDACTED] [@tfl.gov.uk](#)>; [REDACTED] <[REDACTED] [@tfl.gov.uk](#)>; 'Murphy Andrea' <[REDACTED] [@tfl.gov.uk](#)>
Cc: 'Turner Lucinda' <[REDACTED] [@tfl.gov.uk](#)>

Tim Steer; xxxxxxxxxxxxxxx@xxx.xxx.xx; 'Uzoka Joseph'; Anita Chen; Yuan Yee Yin; Wilson Alison (██████████@tfl.gov.uk)
Subject: Roads Task Force - governance sub group - MEETING NOTE 3

Dear all,

Please find attached (and pasted below) the note from the recent RTF Governance sub group meeting.

A reminder that comments on the draft new scheme process (section 4 of the attached slide deck) are due back to Alan Bristow by Friday 17th January.

Note that the next meeting is on the 28th January.

Kind regards,

Erica

Roads Task Force Governance sub group – Meeting 3

7th January 2014

Attendees:

Erica Walker (GLA).

Alex Williams (chair), Ben Plowden, Alan Bristow, Joe Uzoka (TfL).

Nick Lester (London Councils), Alice Maynard (Future Inclusion / IDAG), Sam Monck (LB Camden), Miles Price (British Land), Iain Simmons (City of London)

Apologies:

Isabel Dedring (GLA), Esther Kurland (DfL)

NOTE OF ACTIONS

1. Actions from previous meeting

The group reviewed the actions from the previous meeting and noted those that have been addressed. Those actions yet to be completed are as follows:

Named contacts list needs to be uploaded onto the Borough Extranet

Feedback from staffing initiatives meeting to be provided at the next meeting

2. Surface Transport – structure and governance

Ben Plowden explained the ten Surface Transport principal outcomes and described how they link to wider social, economic and environmental benefits. He emphasised that the assessment of new schemes is not just about the traffic impacts and the impacts on all road users and wider benefits are also taken into account. He then described the new Surface Transport organisational structure and explained the relationship between the different teams. The new structure will enable discussions (both internal and external) about trade-offs between various priorities. The group was interested to know more about the role and decision-making of TfL Buses in this.

Four main portfolio boards have been established, with various project and programme boards sitting below that covering Assets, Major Highways Enhancements, Network Performance & safety, and Service Operations and Environment. Work is underway to apply geographical overlay to this, which will be based on the London Plan sub regions. The group asked to see the role of the decision making structures mapped and their financial authority thresholds (eg Surface Board;

Finance and Policy Committee, TfL Board).

Alan Bristow explained that external boroughs / developers are able to attend Network Management Group meetings and present on schemes early on in the process, and also have the ability to input into the portfolio boards where relevant. Details of this are yet to be worked out, but this was positively received by the group.

ACTION: Details of the activities undertaken in the Service Operations directorate will be circulated to the sub group.

Is of the sub regional managers in Road Space Management to be supplied

; of Reference, membership and a list of indicative schemes in each of the portfolio boards will be circulated.

er slides to be included in the pack setting out the relevant committees, groups and panels and who makes the decisions at each stage in the project development (i.e Road Network Priorities Steering Group, Network Management Group, Surface Board, Finance and Policy Committee, TfL Board); and the sorts of schemes that each will be relevant to.

ork Management Group to be discussed in more detail at the next meeting, including how it should operate and what people want to get from it. Those interested in attending the Network Management Group meetings to present on a scheme should get in touch with Alan Bristow's office.

3. Programme of Major Projects

Alan Bristow summarised the programme of major projects between 2014 and 2016 within Central London. This has been developed using a system called 'Playbook'. The group was interested to see what the cumulative impact looked like when categorised by project value. T

The group wanted to know how future developments were accounted for and if there are upcoming projects that are missing from the list.

ground presentation to graph, which highlighted the number of scheme being implemented in central London (by 2016) to be circulated to the group.

4. Surface Integration Programme – new scheme process

Alan Bristow introduced this item and set out the work that had been carried out to map a single scheme process. Further work is needed to clearly define how and when decisions are made within the process. The group was interested in seeing a 'process-lite' for more straightforward schemes. The group was asked to provide comments on this back to Alan by the 17th January 2014. A process map will then be produced.

The group discussed how the information would then be disseminated to boroughs and developers – for example, would there be a 'go live' date and make an announcement; take to TEC for their endorsement; put on website etc. This will be discussed in more detail at the next meeting, and a further developed scheme process shared.

provide comments on draft scheme process to Alan Bristow by the 17th January 2014.

me process to be added to the agenda of the next meeting for further discussion.

5. TMA processes

This item was not discussed.

6. AOB

Nick Lester informed the group that the next Stakeholder Event which is scheduled to take place on the 27th February clashes with a DfT conference on parking. He would not be able to attend the RTF event and he thought that many members and officers would be unable to do so as well
ACTION GLA/TfL to review whether the date of the stakeholder event should be shifted.

Next steps and future meetings

Website workshops to be held next week with Phil Young, Head of TfL Online.

Next meeting - 28th January

Draft agenda items:

New scheme process – further iteration of scheme process following feedback from group.

Network Management Group – how this should work going forward and how boroughs / developers want to use it.

Next stakeholder event – what information the group want to feed back to wider stakeholder group and if they are asking for any views on this or not.

Erica Walker

Principal Policy Officer - Transport

Development, Enterprise & Environment

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

[REDACTED]

Email: [REDACTED]

Web: www.london.gov.uk / Switchboard +44 (0)20 7983 4000

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From: [Isabel Dedring](#)
To: [Dix Michèle](#); [Anita Chen](#); [Selema Irene \(ST\)](#); [Daniels Leon](#); [Plowden Ben](#); [Emmerson Garrett](#); [Erica Walker](#); [Nielsen Simon](#); [Matson Lilli](#); [Bristow Alan \(ST\)](#); [Keegan Mike \(TFL\)](#); [REDACTED]
[REDACTED] [Williams Alex](#); [Turner Lucinda](#); [Uzoka Joseph](#); [Preteceille Lauren](#); [Wainwright Ian](#)
Cc: [Wilson Alison](#)
Subject: RE: RTF Mini Meeting (Scripting/Core Group) Agenda - Distict Room, 7th Floor, East Wing, 55 Broadway.
Date: 28 January 2014 20:24:27

Thanks

Anita I cant see this file on my ipad, can you dropbox into diary for thurs

Isabel

-----Original Message-----

From: Dix Michèle [micheledix@tfl.gov.uk]
Sent: Tuesday, January 28, 2014 06:38 PM GMT Standard Time
To: Isabel Dedring; Anita Chen; Selema Irene (ST); leondaniels@tfl.gov.uk; Plowden Ben; garrettemmerson@tfl.gov.uk; Erica Walker; Nielsen Simon; Matson Lilli; Bristow Alan (ST); Keegan Mike (TFL); [REDACTED]
[REDACTED] [Williams Alex](#); Turner Lucinda; Uzoka Joseph; Lauren Preteceille; Wainwright Ian
Cc: Wilson Alison
Subject: RE: RTF Mini Meeting (Scripting/Core Group) Agenda - Distict Room, 7th Floor, East Wing, 55 Broadway.

Hi Isabel

Please find attached a draft set of slides for Thursday's meeting. They are to help guide the discussion in terms of what progress we have made to date in each work area. For each work area there are some further slides we can table – these will be sent to you tomorrow am.
Hope this makes sense.
Regards Michele

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: 28 January 2014 17:46
To: Anita Chen; Selema Irene (ST); Dix Michèle; Daniels Leon; Plowden Ben; Emmerson Garrett; Erica Walker; Nielsen Simon; Matson Lilli; Bristow Alan (ST); Keegan Mike (TFL); [REDACTED]
[REDACTED] [Williams Alex](#); Turner Lucinda; Uzoka Joseph; Preteceille Lauren; Wainwright Ian
Cc: Wilson Alison
Subject: Re: RTF Mini Meeting (Scripting/Core Group) Agenda - Distict Room, 7th Floor, East Wing, 55 Broadway.

Guys I really need to see these?! Can I get an eta for when I can have them which is hopefully tomorrow am.

From: Anita Chen
Sent: Tuesday, January 28, 2014 05:43 PM
To: 'Selema Irene (ST)' <[REDACTED]> Isabel Dedring; [REDACTED]@xxx.xxx.xx
[REDACTED]@xxx.xxx.xx Plowden Ben <[REDACTED]> [REDACTED]@xxx.xxx.xx Erica
Walker; Nielsen Simon <[REDACTED]> Matson Lilli <[REDACTED]> Bristow
Alan (ST) <[REDACTED]> Keegan Mike (TFL) <[REDACTED]> 'Jones,
Peter' <[REDACTED]> 'David Quarmby' <[REDACTED]> [REDACTED]
[REDACTED] <[REDACTED]> 'Alice Maynard' <[REDACTED]>
[REDACTED] <[REDACTED]> 'David Leam'
<[REDACTED]> Williams Alex <[REDACTED]@xxx.xxx.x>; Turner Lucinda
<[REDACTED]> Uzoka Joseph <[REDACTED]> Williams Alex
<[REDACTED]@xxx.xxx.x>; Lauren Preteceille; Wainwright Ian <[REDACTED]>
Cc: Wilson Alison <[REDACTED]@xxx.xxx.x>
Subject: RE: RTF Mini Meeting (Scripting/Core Group) Agenda - Distict Room, 7th Floor, East Wing,
55 Broadway.

Isabel would like to see the actual materials which will be presented at this meeting please.

Kind regards
Anita

From: Selema Irene (ST) [mailto:[REDACTED]]
Sent: 28 January 2014 17:08
To: Isabel Dedring; [REDACTED]@xxx.xxx.xxxxxxxxxxxxxx@xxx.xxx.x Plowden Ben;
[REDACTED]@xxx.xxx.xx Erica Walker; Nielsen Simon; Matson Lilli; Bristow Alan (ST); Keegan
Mike (TFL); 'Jones, Peter'; 'David Quarmby'; [REDACTED] 'Alice Maynard';
[REDACTED] 'David Leam'; Williams Alex; Turner Lucinda; Uzoka Joseph; Williams
Alex; Lauren Preteceille; Wainwright Ian
Cc: Wilson Alison
Subject: RTF Mini Meeting (Scripting/Core Group) Agenda - Distict Room, 7th Floor, East Wing, 55
Broadway.

Dear all

Please find attached the agenda for the meeting on Thursday 30 January 2014.

Please contact me if you require further information.

Thanks

Irene

Irene Selema
Programme Manager

Strategy and Policy | Transport for London

Zone G, 10th Floor, Windsor House, 42- 50, Victoria Street London, SW1H 0TL

Auto [REDACTED] [REDACTED] [REDACTED]
[REDACTED]

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From: [Isabel Dedring](#)
To: [Plowden Ben](#); [Erica Walker](#); [Matson Lilli](#)
Cc: [Turner Lucinda](#); [Dix Michèle](#); [Emmerson Garrett](#); [Anita Chen](#)
Subject: RE: RTF street types
Date: 10 January 2014 18:34:08

Many thanks, thats helpful

At that 22 jan meeting I would like to discuss the 3rd point in more depth pls including a) when we will be clear about how this is made meaningful in terms of programmes and funding, and b) when that plan would be in implementation, roughly

Have a good weekend

Anita - for bf for 22 jan RTF mtg thanks

Isabel

-----Original Message-----

From: Plowden Ben [REDACTED]
Sent: Friday, January 10, 2014 06:09 PM GMT Standard Time
To: Isabel Dedring; Erica Walker; Matson Lilli
Cc: Turner Lucinda; xxxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: RE: RTF street types

Isabel

Thanks for your e-mail below asking for an update on where we are on the Street Types work.

Engagement with the boroughs has begun through a number of avenues. A Senior Stakeholder Group involving (amongst others) Sam Monck, Iain Simmons, and Mervyn Bartlett from LB Barnet as well as Nick Lester has met on two occasions, with regular dates in the diary in future. This Group will provide a steer to our work and act as a sounding board as we develop the street types and service levels. Invitations to the Group have also been extended to Paul Chandler (at Brent) who we expect will join future meetings, and Tony Antonio at Croydon (ex-TfL) who declined to join citing other commitments.

Bilateral discussions have also taken place with Brent and Barnet as to the practical detail of applying the types. Beyond this, wider engagement of other boroughs will be undertaken firstly through the sub regional forums (as per our Senior Stakeholder Group's steer) and as part of involving boroughs in strategic future delivery plans for the TLRN in their respective communities.

As set out in the TfL response document, we plan to work with the boroughs encouraging them to apply the street types to their roads and working towards full coverage of London's network by street type by early 2015. Clearly we will be working to achieve this target sooner if possible.

As per your third question, an important element to achieving this will be identifying and agreeing how the street types will apply to TfL's own processes. Discussions regarding

possible applications within TfL to our processes are underway and could extend to areas including asset management, the prioritisation of TfL's c1000 annual signal timing reviews per year, outcome-led traffic scheme assessment, and the identification of priority locations for network instrumentation. Colleagues in Alan's Road Space Management directorate are working to understand how street types and associated service levels can assist them in performance monitoring and design and operational decisions for the TLRN.

The application of the Street Types to the LIPs process has been a key point of interest to boroughs during our discussions to date, and something we're keen to continue to develop with them and the Senior Stakeholder Group. The 2013 LIPs funding guidance for 2014/15-2016/17 came out in May 2013, before the RTF report was published. Nonetheless, it asked boroughs to identify the current street types based on existing conditions for roads where works are proposed in their LIPs programmes. We are planning to take some outline proposals to the Senior Steering Group in the next few weeks on how the Street Types should apply in the 2014 LIPs guidance (due out in May)

Hope this update is useful. We will of course keep you abreast of progress through the RTF GLA/TfL meetings - the next of which is scheduled for the 22nd Jan.

Ben

-----Original Message-----

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]

Sent: 07 January 2014 09:50

To: Erica Walker; Matson Lilli; Plowden Ben

Cc: Turner Lucinda; Dix Michèle; Emmerson Garrett

Subject: RTF street types

Tesm

Apols again for missing most of our catchup in Dec

Just reading the papers incl the one re the above

Can you pls let me know

- 1) when you will be starting engagement with the boroughs
- 2) what is the target for when this engagement will be completed ie street types broadly agreed with boros
- 3) how EXACTLY will this feed into TFL processes eg LIPs major schemes bids, Traffic team decisions, etc etc

Can you just drop me a line on this by end of week

Anita, can you put in bf for monday so I can chase if necessary

Thanks

Isabel

Isabel

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From: [Isabel Dedring](#)
To: [REDACTED]
Cc: [Emmerson Garrett](#)
Subject: Re: Shared economy - event readout [UNCLASSIFIED]
Date: 31 January 2014 15:32:19

Many thanks Daniel, we will take a look

Garrett copied above

From: Daniel Korski [mailto:[REDACTED]]
Sent: Friday, January 31, 2014 03:27 PM
To: Isabel Dedring
Subject: FW: Shared economy - event readout [UNCLASSIFIED]

fyi

From: Roberts, Nicole - Cabinet Office [Restricted] [mailto:[REDACTED]]
Sent: 29 January 2014 16:19
To: Roberts, Nicole - Cabinet Office [Restricted]
Cc: Lane, Christopher - Cabinet Office [Restricted]; Lund Harry (SGD); Daniel Korski
Subject: Shared economy - event readout

Dear all

Please find attached a detailed read out of the shared economy event on 17 January, along with a list of all the attendees and their contact details (as referenced in Daniels email last week), and a link to the video made at the event <http://m.youtube.com/watch?v=YfoUYcVQvXw>

The event readout is intended to reflect the all of the issues raised at the event, and the suggested solutions. These have not been filtered in any way, so you may not agree with all of the points made. However, what we have done is put the comments together in a logical format, by pulling together all of the crosscutting themes, and leaving only issues that are relevant to specific parts of the shared economy in the sector specific sections (this means from a practical point of view that your personal comments may not all be in one place.)

Next steps – event participants

We would be really grateful for your help in validating the document, to ensure that it accurately reflects the substance of your views. We would also welcome any other supporting detail or information on any of the issues, in particular any supporting evidence on the impact of the issue. We have noted within the text some specific areas where we would welcome further details or clarification.

Please can you send your comments to myself and Harry Lund by Friday 7 February (or give me a call if it is easier to discuss). This will help to ensure that we can use any additional information in the process outlined below.

Next steps – HMG

Over the next weeks, we will be working with the relevant Government departments to look carefully at all of the issues raised at the event, and the steps can be taken to resolve them. Whilst we can't promise to resolve them all, we can commit to undertaking a rigorous process, that will involve both senior Ministers and colleagues at No10, to help prioritise and challenge departments, and add real impetus to resolving some of these difficult issues. We can also commit to coming back to you, to set out the actions that have been, or are being taken as a result of this process.

Please do get in touch if you have any comments, or questions.

Kind regards
Nicole

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From: [Emmerson Garrett](#)
To: ["xxxxxx.xxxxxxx@xxxxxx.xxx.xx"](#)
Subject: Re: Shared economy - event readout [UNCLASSIFIED]
Date: 31 January 2014 15:33:02

Thanks!

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Friday, January 31, 2014 03:31 PM
To: Emmerson Garrett
Subject: Fw: Shared economy - event readout [UNCLASSIFIED]

From: Daniel Korski [mailto:]
Sent: Friday, January 31, 2014 03:27 PM
To: Isabel Dedring
Subject: FW: Shared economy - event readout [UNCLASSIFIED]

fyi

From: Roberts, Nicole - Cabinet Office [Restricted] [mailto:]
Sent: 29 January 2014 16:19
To: Roberts, Nicole - Cabinet Office [Restricted]
Cc: Lane, Christopher - Cabinet Office [Restricted]; Lund Harry (SGD); Daniel Korski
Subject: Shared economy - event readout

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Next steps – event participants

We would be really grateful for your help in validating the document, to ensure that it accurately reflects the substance of your views. We would also welcome any other supporting detail or information on any of the issues, in particular any supporting evidence on the impact of the issue. We have noted within the text some specific areas where we would welcome further details or clarification.

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Next steps – HMG

Over the next weeks, we will be working with the relevant Government departments to look carefully at all of the issues raised at the event, and the steps can be taken to resolve them. Whilst we can't promise to resolve them all, we can commit to undertaking a rigorous process, that will involve both senior Ministers and colleagues at No10, to help prioritise and challenge departments, and add real impetus to resolving some of these difficult issues. We can also commit to coming back to you, to set out the actions that have been, or are being taken as a result of this process.

Please do get in touch if you have any comments, or questions.

Kind regards
Nicole

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: RE: Sorry...
Date: 14 February 2014 12:16:36

ok super

yes am off this coming week

have fun then w/c 24th on leave

thanks again for all your work on this

From: Emmerson Garrett [GarrettEmmerson@tfl.gov.uk]
Sent: Friday, February 14, 2014 10:40 AM
To: Isabel Dedring
Subject: Re: Sorry

Thanks Isabel very much appreciated

Am I right that you've got a week off next week? I'm on leave the week after Will get presentation sorted before I go

Garrett

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Thursday, February 13, 2014 08:31 PM
To: Emmerson Garrett
Subject: Sorry

About losing my temper earlier - v v fraught few weeks with all the Tube strike stuff and continuing this week! But that is not an excuse, just an explanation

As you know I think you are doing a great job

See you soon

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From: [Isabel Dedring](#)
To: [Taylor Lisa](#); [Erica Walker](#); [Tim Steer](#); [Anita Chen](#)
Cc: [Plowden Ben](#); [Canning Thomas](#); [Bristow Alan \(ST\)](#); [Hardy Nigel \(Roads CDT\)](#); [Matson Lilli](#); [Johnson Ben](#); [Emmerson Garrett](#)
Subject: RE: SPEED LIMITS ON THE TLRN AND INPUT TO CITY OF LONDON PRESS RELEASE ON 20 MPH CONSULTATION
Date: 22 January 2014 14:03:55
Attachments: [image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.png](#)
[image015.png](#)
[image016.png](#)
[image017.png](#)
[image018.png](#)

Great, thanks

The only thing missing is dates for each of the items of the table, can you pls add? I will not be able to clear the release until this is all squared away. Many thanks.

From: Taylor Lisa [mailto:████████████████████]
Sent: 22 January 2014 10:19
To: Isabel Dedring; Erica Walker; Tim Steer; Anita Chen
Cc: Plowden Ben; Canning Thomas; Bristow Alan (ST); Hardy Nigel (Roads CDT); Matson Lilli; Johnson Ben; xxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: SPEED LIMITS ON THE TLRN AND INPUT TO CITY OF LONDON PRESS RELEASE ON 20 MPH CONSULTATION

Hi Isabel,

You asked for our proposed narrative around the setting of speed limits on the TLRN and a list of where changes to speed limits are due to take place or be consulted on.

An update is attached and pasted below for ease of reading on blackberry.

I also attach a copy of the City of London draft press release on their consultation on 20 mph speed limit. It includes a quote from Leon and information on our experimental order to set a 20 mph limit on the two north-south corridors through the City (Blackfriars Bridge and London Bridge).

The Press Release has been sent through normal channels from our press office to yours (just attaching to allow you to see both documents in parallel). City keen to have back our comments on their press release as soon as possible and you wanted to understand the overarching narrative before confirming you were happy.

Please let me know if you need anything more.

Thanks,

L

Speed Limits in London

- London's roads perform many functions, as highlighted in the report of the Mayor's Roads Task Force (RTF). Some roads provide vital arteries for keeping our city moving; others represent places in their own right, either of local importance as a high street, or international importance as world squares (Trafalgar Square) or destinations (Oxford Circus); and some roads are required to support both the

efficient movement of goods and people and the provision of safe and attractive public spaces. The speed and volume of traffic is a key determinant of how roads function and, as such, we need a wide range of speed limits, from 20 mph on quiet community streets where people live, to higher speeds on key strategic roads that move goods and people in and out of the city, keeping London working. The key challenges lie on those roads that are both important “links” and important “places”.

- Speed limits for the vast majority of London’s roads are set by the London boroughs. TfL sets speed limits on 5 per cent of London’s busiest roads, which carry around a third of London’s traffic. TfL and the boroughs set speed limits in the context of guidance from the Department for Transport (DfT), which require highway authorities to take account of road safety, active travel, congestion, journey time reliability, cost, the environment, communities and quality of life. Sometimes speed limits will be set in response to a specific set of local circumstances
- TfL is now working with the London boroughs and other stakeholders to develop a new framework for planning, designing and managing London’s roads and streets. This is based on the differing functions of the “Street Types” set out in the Roads Task Force report. Different street types demand different interventions to ensure that they fulfil their functions, and speed limits are an important element in this. **Lower speed limits, including 20 mph limits, will be suitable for those street types where place is particularly important. This is likely to include locations on the Transport for London Road Network (TLRN) where 20 mph limits may be appropriate. In such locations, the key aims** will be to reduce casualties, increase active travel and enhance places while seeking to minimise the impacts on traffic and buses, in line with DfT guidance. This supports the Mayor’s aim to grow cycling, reduce casualties and to make life in London better while keeping London moving.
- The application of street types across the TLRN, and use of this approach on the borough road network, will help to deliver speed limits that are consistent across the city and support the different functions of roads.

Upcoming changes to speed limits

TfL is currently considering changes to the speed limit at the following locations, subject to consultation:

A3 Elephant & Castle Northern Roundabout and approach roads, Southwark –	30 mph to 20 mph. Considering reduction for road safety reasons and very significant place-making aspirations – substantial public and political pressure including a substantial campaign and public petition	
A316 Apex Roundabout, Hounslow	50 mph to 30 mph. Extending a 30mph limit along a slip road to ensure that a pedestrian crossing is still within the limit before it changes to 50mph as the slip road joins a higher speed road	
A1 Barnet By Pass (Rowley Lane through to A1 Borehamwood), Barnet	70 mph to 50 mph. This new lower speed limit includes Stirling Corner. This junction is the last major roundabout on the TLRN in London which has a 70mph speed limit. It suffers a higher than average set of speed related collisions. This scheme introduces the 70mph to 50mph change earlier for southbound traffic coming in to north London	
A3 Beverley Way & Robin Hood Way (side roads), Kingston & Merton	30 mph to 20 mph. New speed limit on a service road for traffic calming purposes. This was the location of a child cyclist fatality in 2012.	
A3 Hook Rise North (side roads), Kingston –	40 mph to 30 mph. To avoid a speed limit change from 40mph to 20mph this new 30mph limit provides a transition	
A23 Farthing Way (Coulsdon Bypass), Croydon	30 mph to 40 mph. A 30mph limit (from 40mph) comes into effect half way along Coulsdon Bypass without the character of the road (dual carriageway) changing significantly. The 30mph limit is breached by the majority of traffic. The collision record at this location (very low) does not indicate a speed related problem. The reason for the change was originally put in due to a technical issue related to a slip road. Raising the speed limit from 30mph to 40mph on this section of the bypass provides better continuity and consistency.	
A202 Peckham Town Centre, Southwark	30 mph to 20 mph. Being implemented in conjunction with Cycle Superhighway 5	
A10 Tottenham Hale	30 mph to 20 mph. Broad Lane will no longer be part of the	

Gyratory, Harringey	gyratory and will in effect no longer be a 'main' road. The new 20mph limit calms the smaller amount of traffic that will remain and will enhance the roads changed function to emphasise place over movement.	
London Bridge, King William Street, Gracechurch St, Bishopsgate, Norton Folgate (to Worship St), City of London	30 mph to 20 mph. Part of City of London 20mph initiative	
Blackfriars Bridge, New Bridge Street, Farringdon Street (to Charterhouse St), City of London	30 mph to 20 mph. Part of City of London 20 mph initiative.	
Camberwell High St – coming into effect in Jan 2014	30 mph to 20 mph. Being implemented in conjunction with Cycle Superhighway 5. Jan 2014	

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From: [Isabel Dedring](#)
To: [Bristow Alan \(ST\)](#); [Taylor Lisa](#); [Erica Walker](#); [Tim Steer](#); [Anita Chen](#)
Cc: [Plowden Ben](#); [Canning Thomas](#); [Hardy Nigel \(Roads CDT\)](#); [Matson Lilli](#); [Johnson Ben](#); [Emmerson Garrett](#)
Subject: Re: SPEED LIMITS ON THE TLRN AND INPUT TO CITY OF LONDON PRESS RELEASE ON 20 MPH CONSULTATION
Date: 23 January 2014 18:50:03

I am sure st augustine didn't mean to provoke laughter, but I did laugh

In a good way

From: Bristow Alan (ST) [mailto:████████████████████]
Sent: Thursday, January 23, 2014 06:44 PM
To: Isabel Dedring; Taylor Lisa <████████████████████> Erica Walker; Tim Steer; Anita Chen
Cc: Plowden Ben <████████████████████> Canning Thomas <████████████████████> Hardy Nigel (Roads CDT) <████████████████████> Matson Lilli <████████████████████> Johnson Ben <████████████████████> xxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: RE: SPEED LIMITS ON THE TLRN AND INPUT TO CITY OF LONDON PRESS RELEASE ON 20 MPH CONSULTATION

For grace is given not because we have done good works, but in order that we may be able to do them.” - Saint Augustine of Hippo (354-430)

From: Isabel Dedring [mailto:xxxxxxxxxxxxx@xxxxxxxx.xxx.xx]
Sent: 23 January 2014 17:34
To: Taylor Lisa; Erica Walker; Tim Steer; Anita Chen
Cc: Plowden Ben; Canning Thomas; Bristow Alan (ST); Hardy Nigel (Roads CDT); Matson Lilli; Johnson Ben; Emmerson Garrett
Subject: Re: SPEED LIMITS ON THE TLRN AND INPUT TO CITY OF LONDON PRESS RELEASE ON 20 MPH CONSULTATION

Re Corporation release: this quote is fine to go

Many thanks

I will review the rest tonight

From: Taylor Lisa [mailto:████████████████████]
Sent: Thursday, January 23, 2014 05:05 PM
To: Isabel Dedring; Erica Walker; Tim Steer; Anita Chen
Cc: Plowden Ben <████████████████████> Canning Thomas <████████████████████> Bristow Alan (ST) <████████████████████> Hardy Nigel (Roads CDT) <████████████████████> Matson Lilli <████████████████████> Johnson Ben <████████████████████> xxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: RE: SPEED LIMITS ON THE TLRN AND INPUT TO CITY OF LONDON PRESS RELEASE ON 20 MPH CONSULTATION

Hi Isabel,

Revised quote from Leon below (am clearing with Leon in parallel given time constraints).

Grateful if you could let me know if this better fits the bill. I've also pasted the full draft PN below for ease of reference.

L

Leon's draft quote:

Leon Daniels, Managing Director of Surface Transport at TfL said: "Through the Roads Task Force, the Mayor has made a major commitment to invest in London's road network, ensuring the Capital remains a thriving international city that supports economic growth and provides safe and attractive spaces for all. We have long supported 20mph speed limits on borough roads and more than 20 per cent – or more than one km in every five – of all roads in London are now 20mph.

"While some roads in London provide vital arteries for keeping our city moving; others represent places in their own right and therefore lower speed limits could be more appropriate. Our trials in the City of London will help identify other parts of our network where speed limits could be changed in the future to better support the Mayor's aim to grow cycling, reduce casualties and to make life in London better while keeping London moving."

Consultation begins on City's 20mph speed limit

Following a vote by the City's Court of Common Council last autumn, consultation begins today [28 January] on the implementation of the City's 20mph speed limit. The consultation will last at least three weeks.

The change is part of the City's Road Danger Reduction Plan and it is estimated it will decrease casualties by more than 30 a year; a 10 per cent reduction. The Plan is supported by the Mayor of London, TfL and the City of London Police and forms a key part of delivering the capital's wider "Safe Streets for London" road safety plan.

The creation of more area-wide 20mph speed limits was a key recommendation of the Mayor's Roads Task Force, helping to improve liveability and safety while reflecting the 'street type' and diverse function of the location. Lowering the speed limit will make the area more attractive to cyclists and pedestrians, improve safety perceptions and encourage more visitors.

The proposed new speed limit covers almost all of the Square Mile. The scheme fits in with the surrounding boroughs who, with the exception of Westminster, have already widely adopted 20mph speed limits and zones. It is estimated that introducing these measures will add only minutes to journey times whilst benefitting pedestrians significantly.

At the same time, TfL will be introducing an "experimental traffic order" to set 20mph

speed limits on two north-south corridors through the City. These are:

- Blackfriars Bridge, New Bridge St, Farringdon St (up to Charterhouse Street) – which form part of the Mayor’s proposed North-South cycle route
- London Bridge, King William St, Gracechurch St, Bishopsgate, Norton Folgate (up to Worship St) – which will tie in with a pedestrian improvement scheme currently being delivered outside Liverpool St station

TfL’s trial will last at least 18 months, during which time it will gather feedback and monitor the scheme’s merits.

Residents and commuters will have the opportunity to comment on both schemes on the TfL and City of London websites. Subject to feedback, the new speed limits would look to be introduced during summer 2014.

Michael Welbank, Chairman of the Planning & Transportation committee said, “Over the last 10 years, the road usage in the City has changed dramatically, with the number of cyclists tripling. This is one of a number of steps we are taking to reduce the tragic numbers of pedestrian and cyclist deaths in conjunction with our Road Danger Reduction Plan, and this consultation is an important step in the scheme’s implementation.”

Steve Presland, Transportation & Public Realm Director, said, “We have worked closely with our neighbouring boroughs and TfL to implement the 20mph speed limit effectively, and hope that this stage of the process will lead to a much-needed reduction in injuries and casualties.”

Leon Daniels, Managing Director of Surface Transport at TfL said: “Through the Roads Task Force, the Mayor has made a major commitment to invest in London’s road network, [ensuring the Capital remains a thriving international city that supports economic growth and provides safe and attractive spaces for all](#). We have long supported 20mph speed limits on borough roads and more than 20 per cent – or more than one km in every five – of all roads [in London](#) are now 20mph.

“While some roads in London provide vital arteries for keeping our city moving; others represent places in their own right and therefore lower speed limits could be more appropriate. Our trials in the City of London will help identify other parts of our network where [speed limits](#) could be [changed](#) in the future [to better support](#) the Mayor’s aim to grow cycling, reduce casualties and to make life in London better while keeping London moving

Ends

[Notes to editors](#)

Media Enquiries

Bella Longman, Media Officer, City of London Corporation

Tel: [REDACTED] / Mobile: [REDACTED]
Email: [REDACTED]

About the Lord Mayor of the City of London

The Lord Mayor is elected for one year and the position is unpaid and apolitical. The Lord Mayor spends some 90 days abroad leading delegations to key fast-growing markets and addresses some 10,000 people face-to-face each month (making around 800 speeches a year). The Lord Mayor listens to City and UK businesses and helps the City Corporation advise the Government of the day on what is needed to help the UK-based financial, professional, and business services sector to function well.

The Lord Mayor frequently travels to represent the City and UK businesses; and travels overseas with the status of a Cabinet Minister. On average, the Lord Mayor will meet one head of state a month and will meet a prime minister or finance minister each week to discuss City and UK business, often in conjunction with senior City business representatives. The Lord Mayor, who is unpaid, lives in the Mansion House, for the Mayoral year.

About the City of London Corporation

The City of London Corporation provides local government and policing services for the financial and commercial heart of Britain, the 'Square Mile'. In addition, the City Corporation has three roles: (1) we support London's communities by working in partnership with neighbouring boroughs on economic regeneration, education and skills projects. In addition, the City of London Corporation's charity City Bridge Trust makes grants of more than £15 million annually to charitable projects across London and we also support education with three independent schools, three City Academies, a primary school and the world-renowned Guildhall School of Music and Drama. (2) We also help look after key London heritage and green spaces including Tower Bridge, Museum of London, Barbican Arts Centre, City gardens, Hampstead Heath, Epping Forest, Burnham Beeches, and important 'commons' in south London. (3) And we also support and promote the 'City' as a world-leading financial and business hub, with outward and inward business delegations, high-profile civic events, research-driven policies all reflecting a long-term approach. See www.cityoflondon.gov.uk for more details.

About Transport for London (TfL)

Transport for London (TfL) is responsible for the planning, delivery and day-to-day operation of the Capital's public transport system. It has responsibility for the Transport for London Road Network (TLRN) – 580km of major roads in the Capital, called Red Routes, which make up five per cent of London's roads but carry more than 30 per cent of its traffic.

The Mayor and TfL have long supported 20 mph zones in boroughs which choose to implement them through the Local Implementation Plan programme. TfL keeps speed

limits under review and will always consider 20mph limits whenever appropriate, for example at Waterloo IMAX roundabout, where we are trialling a 20mph speed limit.

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Chapman Helen \(TPH\)](#)
Cc: [Tim Steer](#); [Anita Chen](#); [Taylor Lisa](#)
Subject: Re: Suburban taxi supply/review
Date: 27 March 2014 08:08:04

Ok

Can you go back to them directly, then, and cc me

Many thanks

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Thursday, March 27, 2014 07:52 AM
To: Isabel Dedring; Chapman Helen (TPH) <[REDACTED]>
Cc: Tim Steer; Anita Chen; Taylor Lisa <[REDACTED]>
Subject: Re: Suburban taxi supply/review

Thanks Isabel, will do...although sounds like I should be more worried about exposing our staff to their insults, rather than us insulting them!

G

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Wednesday, March 26, 2014 07:16 PM
To: Emmerson Garrett; Chapman Helen (TPH)
Cc: Tim Steer <[REDACTED]> Anita Chen <[REDACTED]> Taylor Lisa
Subject: Re: Suburban taxi supply/review

Thanks

Will you meet them garrett?

Not keen to refer them to someone more junior - dont want them to feel fobbed off

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Wednesday, March 26, 2014 07:11 PM
To: Isabel Dedring; Chapman Helen (TPH) <[REDACTED]>
xxxxxxxxxxxxxxx@xxx.xxx.xx
Cc: Tim Steer; Anita Chen; Taylor Lisa <[REDACTED]>
Subject: RE: Suburban taxi supply/review

Isabel,

Thanks for passing this on. I've discussed it briefly with Helen and think it's best that TfL meet with them in the first instance.

The last time I am aware we had contact with this group was some time ago. At the time they had a small membership and were extremely militant and hostile towards TfL and the Mayor although there was a different chairperson then. John

Mason and Helen met them and Helen was a little concerned with the threatening behaviour of the chairman.

They claimed that the introduction of the identifiers was racist and after the meeting I received a formal complaint about John's behaviour. As it transpires they were upset with John as he had abruptly called an end to the meeting but this was because of their threatening behaviour, particularly towards Helen. As far as we are aware they have been very quiet since then and perhaps with the change in leadership are worth another go. We don't know of [REDACTED] but I suggest that you say this has been passed onto TfL in the first instance.

Assuming you agree this is the right course of action I suggest the following response:

Dear [REDACTED]

Thank you for your email. The Mayor and I are aware of the issues facing suburban taxi drivers which is the reason the Mayor asked TfL to undertake a comprehensive review in this area.

The review brought together representatives from each of the suburban areas as well as representatives of driver associations to discuss ideas and initiatives to help improve the situation for suburban drivers. Those suggestions have been collated by TfL and a full public consultation was recently launched which is due to close on Friday 11 April 2014. This is an important issue for the trade and letters were sent to every licensed taxi driver to encourage them to respond to the consultation. Once the consultation has closed TfL will analyse the results before we determine the next steps.

I have passed your email onto TfL who will be happy to meet with you on my behalf and I would also encourage you to submit a formal response to the consultation on behalf of your membership before the closing date.

Thank you again for writing.

Isabel

Garrett

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: 26 March 2014 16:39
To: Chapman Helen (TPH); Emmerson Garrett
Cc: Tim Steer; Anita Chen; Kennedy-Todd Silka; Taylor Lisa
Subject: FW: Suburban taxi supply/review

Sounds to me like I should meet them, but before I say yes can I get your take pls?

From: [redacted] [mailto:[redacted]]
Sent: 26 March 2014 16:20
To: Isabel Dedring
Subject: Suburban taxi supply/review

Dear Isabel

Recently we contacted James Cleverly/ Fiona Grandidge in response to the mayors request for a review of the suburban taxi licensing system and to address the concerns of the drivers.

The consultation process is underway and ends on 11th of April.

We run a suburban taxi drivers Association called the London suburban Taxi Drivers Coalition with a substantial membership. We represent around all suburban areas of London and meet with TFL on a wide range of issues within the taxi trade.

following a presentation we made to James/Fiona they recommended that we contact you and also copy in your assistant Anita Chen with a view to arranging a meeting as soon as possible.

We have been working extremely hard behind the scenes to produce a full and coherent picture of the suburban taxi trade and we feel it is absolutely essential that yourself, Mayor Boris Johnson and any other individuals in your team are aware of the problems that the travelling public face and the solutions which can easily be achieved to the benefit of all.

We therefore politely request a meeting with you as a matter of urgency. The reason for any delay in contacting you has been that we wanted to be in full possession of the facts before meeting you .

A recent programme featuring the mayor stated that the population of London is expected to increase dramatically by up to 100,000 per year. As we are all aware Londoners are far more mobile than they ever have been. In addition there are more and more venues/festivals/clubs being opened.

Unfortunately we have a suburban taxi system that is in need of modernisation.

We have enclosed a copy of our basic presentation in the following e-mail in PDF

in addition we have conducted a suburban- wide survey and as you are the persons representing the vision of London for the future it is essential that we get to grips with this issue.

We look forward to hearing from you

Thank you in anticipation

sincerely [REDACTED] - my e-mail is above

[REDACTED]

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: RE: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers
Date: 21 May 2014 20:46:28

no worries - I've been there many times :)

just remind me and we can have a quick word tmrw aftn

From: Emmerson Garrett [GarrettEmmerson@tfl.gov.uk]
Sent: Wednesday, May 21, 2014 7:00 PM
To: Isabel Dedring
Subject: Re: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers

I'm sorry! Darek should have known that I was already on borrowed time on the previous call as I was already late leaving! Yes, happy to catch up anytime tomorrow morning

G

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Wednesday, May 21, 2014 06:08 PM
To: Emmerson Garrett
Subject: FW: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers

Ok I get it you don't want to talk :)

Can we catch up quickly tomorrow on this before the BCH mtg thx

-----Original Message-----

From: Hodges Caroline [mailto: [REDACTED]]
Sent: Wednesday, May 21, 2014 04:16 PM GMT Standard Time
To: Tim Steer; 'Isabel Dedring@london.gov.uk'; 'Andrew Gilligan@london.gov.uk'; Aldworth Nick; Mead James; MacSherry Pippa; Doig Patrick (ST); silkakennedy-todd@tfl.gov.uk; garrettemmerson@tfl.gov.uk; [REDACTED] Hudson Matthew (TFL); Fairholme Nick; [REDACTED] Jenna Oxley; [REDACTED] Brown Michael
Cc: Osborne Emma; Rogan Kerri; leondaniels@tfl.gov.uk; Taylor Lisa; [REDACTED] Green Jonathan (ST); Podwiazka Darek (ST)
Subject: Surface Transport/ GLA BCH Liaison Meeting 22.05 - Agenda & Papers

Dear all,

Please find attached and copied below the agenda for tomorrow's BCH Liaison Meeting at City Hall. Also attached, BCH Offers and Discounts paper (Item 1a) and paper and slide deck for Item 2: Re-let. No other papers are due to be forwarded.

Kind regards,

Caroline

Caroline Hodges | Surface Liaison | Managing Director's Office
Surface Transport | Surface Transport | Transport for London

Providing inspiration, strategic leadership and challenge to ensure the delivery of Surface Transport outcomes

Mail: Palestra 11R4, 197 Blackfriars Road, Southwark, London SE1 8NJ
Phone: [REDACTED] (auto [REDACTED])
Mobile: [REDACTED]
Email: [REDACTED] [[mailto: \[REDACTED\]](mailto: [REDACTED])]
Web: www.tfl.gov.uk <<http://www.tfl.gov.uk>>

Name

Surface Transport/ Mayor's Office BCH / Liaison Meeting

Date

22 May 2014

Time

14:45 – 15:30

Venue

City Hall 8.7

Attendees

Isabel Dedring, Andrew Gilligan, Katherine McKinlay, Tim Steer (GLA)
Garrett Emmerson, Silka Kennedy-Todd, Nick Aldworth, Pippa MacSherry, Jenna Oxley, Caroline Hodges, James Mead, Will Bradley, Nick Fairholme, Linda

Egan,

Apologies

Shashi Verma, Matthew Hudson

Meeting Agenda

Time

Item No

Item Name

Lead

14:45

1

Pre-2016

a Offers and Incentives – paper attached

b Pre-2016 Tariff Options Update - verbal

James Mead

Nick Aldworth

14:55

2

Re-let

a Technical solutions and business case (work in progress) – paper and slide deck attached

Nick Aldworth/Nick Fairholme

15:25

3

Drivers of Dissatisfaction

Nick Aldworth

15:25

4

Marketing and Comms – standing agenda item (no papers)

Pippa MacSherry

15:30

5

Forward Plan

All

-

6

AOB

All

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From: [Isabel Dedring](#)
To: [Sarah Gasson](#); [Will Walden](#)
Cc: [transportdesk](#); [Tim Steer](#); [Everitt Vernon](#); [Emmerson Garrett](#)
Subject: Re: Taxi demo / TfL release
Date: 28 May 2014 10:16:11

This looks good and in line with what we agreed last week

Vernon, Leon and I had also talked about poss doing something proactive with the Standard eg on or off the record briefing with Garrett or similar - not fussed but if you are speaking to Will, can you consider that as well

From: Sarah Gasson
Sent: Wednesday, May 28, 2014 10:04 AM
To: Will Walden; Isabel Dedring
Cc: transportdesk; Tim Steer
Subject: Taxi demo / TfL release

Hi both,

The taxi trade are planning another demo against the use of smart phone taxi apps – such as Uber – on the 11th June. TfL expect this demo to have more impact than the last one, with the trade currently claiming that up to ten thousand taxis could take part in a 'go slow' protest. TfL expect them to focus on busy areas such as around Trafalgar Square, and also expect a presence on Tooley Street given that MQT is taking place that morning.

TfL intend to issue the below release tomorrow if possible, to set out how they are actively trying to bring clarity to the issues around taxi apps and Uber.

Will – I believe Vernon may try to raise this one with you direct today.

Let us know if any concerns – but looks like a sensible approach to me.

Thanks
Sarah

TfL to invite High Court to rule on taximeters

Transport for London (TfL), which regulates and licenses the taxi and private hire trades in the capital in the interests of passengers, is to invite the High Court to rule on whether Smart phones that use GPS technology to measure the time and distance of a journey and then receive information about fares using that information comply with current law on 'taximeters', which can only be used in London by Black taxis.

The rapid pace at which smart phone based technology has been developing in recent years has led to a need for clarity about what is required in order for apps to comply with the regulatory framework in London and to ensure there is a level playing field for all operators.

TfL has listened the taxi and private hire trades, sought to address the concerns raised, and is taking the following action:

- To avoid any future ambiguity, TfL will hold a consultation with the trades on what amendments may be necessary to the regulations on recording particulars of private hire bookings, including journey destinations, to keep them clear and relevant in a changing world and to promote public

safety.

- TfL set out its provisional view that smart phones used by private hire drivers – which act as GPS tracking devices to measure journey distances and time taken, and relays information so that fares can be calculated remotely from the vehicle – do not constitute the equipping of a vehicle with a taxi meter

However, given the level of concern among the trade, and the fact that some of the legislation in this area is unclear and able to be interpreted in various ways, TfL is to invite the High Court to give a binding determination on this issue.

- TfL has carried out its largest ever compliance investigation - scrutinising Uber's record keeping and business model. TfL has found that Uber meets the current requirements on record keeping, including in relation to ensuring its drivers hold the relevant licenses and insurance. TfL remains concerned about certain technical aspects of Uber's operating model and this is being addressing with the operator.

This wide range of action by TfL is designed to ensure that taxi and private hire passengers can benefit from new technology whilst being assured that the highest safety standards are being maintained.

Leon Daniels, TfL's Managing Director of Surface Transport, said: "We welcome developments that make life easier for passengers. As in many other areas of transport and retail services, apps can offer passengers the potential of better and more convenient services, but we must ensure that the highest standards of safety are being met.

"We have carried out the largest compliance operation in our history to ensure that the highest standards are being maintained. More needs to be done. We will consult with the trades to ensure the regulations are kept up-to-date. On the issue of taximeters, the law is unclear and we have taken a provisional view. We will be asking the High Court to provide a binding ruling. This is the sensible approach, and we hope that London's taxi drivers and private hire drivers and operators will work with us to bring clarity on this issue."

Ends

Sarah Gasson
Senior Press Officer
Transport Desk

Tel: [REDACTED]

Mob: [REDACTED]

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From: [Emmerson Garrett](#)
To: ["isabel.dedring@london.gov.uk"](mailto:isabel.dedring@london.gov.uk); [Kennedy-Todd Silka](#)
Cc: [REDACTED] [Taylor Lisa](#); [Van Der Nest Christian \(ST\)](#); [REDACTED]
Subject: Re: Taxi licenses
Date: 28 April 2014 18:53:11
Attachments: [7B913A86-48CB-4AA9-9B0F-290B08DB9D6E\[78\].png](#)
[C01E6C07-F0F3-406B-A9FF-AC22B6ECF616\[78\].png](#)

Will do

Garrett

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Monday, April 28, 2014 12:13 PM
To: Emmerson Garrett; Kennedy-Todd Silka
Cc: Tim Steer <[REDACTED]> [Taylor Lisa](#); [Van Der Nest Christian \(ST\)](#); Nick Waterman <[REDACTED]>
Subject: FW: Taxi licenses

Garrett

See enquiry below from Victoria Borwick

Would you be happy to speak to this guy on the phone pls to reassure him?

If so, Christian could you just go back to Victoria and Maoliosa and let them know this is whats happening

Thanks

From: Maoliosa Smyth
Sent: 17 April 2014 14:59
To: Isabel Dedring
Cc: Anita Chen
Subject: FW: Taxi licenses

Dear Isabel

Victoria has asked me to draw this case to you attention.

The attached pdf explains the licensing delays suffer by Capstar Chauffeurs. This taxi company offer jobs to veterans and aims to provide employment to those who have been injured and wounded during their time in the Armed Forces.

The problem is that the licences are taking too long to be authorized by TFL. TfL have provided an explanation for this delay (below) but you will also see that Capstar are disputing the suggestion that there has been or is likely to be any improvement.

Is there any way your team can look into this and perhaps arrange to meet with Capstar to discuss the issue?

Many thanks

Maoliosa Smyth
Research and Support Officer for Victoria Borwick
Deputy Mayor of London
Londonwide Assembly Member
Tel: [REDACTED]
Fax: 020 7983 4419
Blackberry: [REDACTED]

From: Charlie Bowmont [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 17 April 2014 14:42
To: Maoliosa Smyth
Cc: LONDIST-ADC GOC (Boyd-Thomas, William Capt)
Subject: Re: Taxi licenses

Dear Maoliosa,

Many thanks for your kind email and follow up. Major General Smyth-Osborne has been very kind to raise it with your office. We have a couple of instances which would counter the email response below. In particular, one of my potential employees, [REDACTED] sent off for his license in November, and despite trying to find a reason from TFL as to why his license has taken over 6 months to come through has not been given any kind of satisfactory response.

The motivation for establishing this company, Capstar Chauffeurs, is to provide meaningful and sustainable employment to those leaving the armed forces. We are also actively recruiting those who have been medically discharged by the MOD, many of whom have been injured whilst serving on operations.

The issue with the licenses and the length of time it is taking to process them is fundamentally preventing us from doing this. We are unusual in that we are bringing new applicants to the PCO sector by virtue of their background. Since it is taking over 6 months for the licenses to come through, then it does not encourage new applicants. I have over 6 drivers currently who are waiting on a license coming through the system, with no visibility of any kind when that might happen. Since I am trying to order cars and manage a client build up, it is not just preventing the recruitment and employment of ex service personnel, it is also putting considerable and totally unnecessary strain in the building of a new business based in London.

It would make a huge impact if we could have a sensible discussion with TFL as to how we can sort this. I am at my wits end with dealing with the individual cases will raise this politically at the highest levels if needed.

Best regards,

Charlie

Charlie Bowmont
Managing Director



M: +44 (0) [REDACTED]

T: +44 (0) 208 5687902

E: [REDACTED]

www.capstarchauffeurs.com



Follow us on Twitter | @capstarcar

From: Greaves David [[mailto:\[REDACTED\]](mailto:[REDACTED])]

Sent: 03 April 2014 15:57

To: Maoliosa Smyth

Cc: Members Correspondence; Hobley Marcus; [REDACTED]

Subject: REPLY: Taxi licenses

I would like to apologise on behalf of TfL to any former servicemen adversely affected by the delays we have been experiencing recently in our Taxi and Private Hire (TPH) licensing department. I do acknowledge our current TPH licensing service isn't meeting acceptable levels and we are working hard to address these issues.

As you may be aware, in June 2013 the Home Office introduced the Disclosure and Barring Service (DBS), which was formed by a merger of the Criminal Records Bureau (CRB) and Independent Safeguarding Authority (ISA). The new arrangements for criminal record screening have restricted access to an applicant's disclosure so that TfL no longer receives a copy directly. This compelled us to change our processes to prevent licensing until we had access to the appropriate character background information of the applicant. This in turn led to a significant increase in the volume and type of call we received from September 2013, as the impact of these changes began filtering through to taxi and private hire drivers concerned they would not be relicensed on time.

We also introduced a new IT system at the end of September 2013, and while this will have significant long term benefits for our licensing service, its go-live timing was unfortunate. We expected a deterioration in our service for the first six months while the system bedded in and teething issues were resolved, but in combination with the massively increased call volumes stemming from the changes to the DBS, it had a much more significant impact.

We have recently brought in additional resources to help process the backlog of applications and to provide more telephone support. I am confident that the combined impact of these teams will help restore service levels to their pre-September 2013 standard, when the licensing team was performing satisfactorily.

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From: [Emmerson Garrett](#)
To: ["xxxxxx.xxxxxxx@xxxxxx.xxx.xx"](#)
Subject: Re: Taxi release for Thursday
Date: 15 January 2014 09:14:16

Tks

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Wednesday, January 15, 2014 09:06 AM
To: Emmerson Garrett; Steve Wrelton <[REDACTED]> Elliot Treharne <[REDACTED]>
Cc: transportdesk <xxxxxx.xxxxxxx@xxxxxx.xxx.xx>; Tim Steer <[REDACTED]> Christian Van Der Nest
<[REDACTED]> Taylor Lisa; Daniels Leon; Kennedy-Todd Silka
Subject: RE: Taxi release for Thursday

Ok with all

Isabel

-----Original Message-----

From: Emmerson Garrett [[xxxxxxxxxxxxxxxx@xxx.xxx.xx](#)]
Sent: Wednesday, January 15, 2014 09:05 AM GMT Standard Time
To: Isabel Dedring; Steve Wrelton; Elliot Treharne
Cc: transportdesk; Tim Steer; Christian Van Der Nest; Taylor Lisa; xxxxxxxxxxx@xxx.xxx.xx; xxxxxxxxxxxxxxxxxxx@xxx.xxx.xx
Subject: Re: Taxi release for Thursday

Hi Isabel

We will address these point this morning

Slightly disagree on the point you make about it nor being a 'race' Whilst its clearly not a race to develop a single 'New Taxi for London' and their is space for several (r even all) of them to co-exist, it is a race to get them into the marketplace - and has already been characterised as such by the Evening Standard. Clearly FN and Nissan are ahead at them moment, but this is an opportunity to make it clear that there are several other good vehicles being developed. I still think we could piggyback on that competitive element to help build the story couldn't we?

On the reference to the manufacturers present at the event I suggest we give them equal billing by saying something like "the Mayor met with five manufacturers developing zero-emission capable taxis - Frazer Nash, Nissan, Karsan, London Taxi Company and Mercedes, several of whom were displaying vehicles at the event"

On dates for production, if we quote them I think the danger here is that we might indeed now seem to be being too cautious. This is because, to some extent, events have moved on even since we took this decision with the Mayor in November, but also because we must allow for the possibility that not all of them will deliver to their proposed timescales. What we know is as follows:

FN say they will have vehicles on sale by the end of 2014 - although likely to be in small numbers and at the top end of the price range, so only likely to service a small proportion of the new taxi market

Nissan say they will have their electric taxi on sale in 2015 - but they are refusing to commit specifically to London and are attempting arm twist a UK City into providing the required rapid charging infrastructure for them. They may go elsewhere. Even Nissan agree that pure electric vehicles will also only be a niche sector of the market

Karsan say they can bring a vehicle to market in 2016 - they are an established mass vehicle manufacturer in Turkey and appear more than capable of achieving this. However they still need so secure Turkish Gvt development money and will be a new entrant into the UK market, they are therefore looking for a UK based marketing partner. So there has to be some significant risk in their timescales

LTC say they cannot bring a vehicle to market until 2018. They have also issued veiled threats against unspecified other manufacturers threatening to take legal action for allegedly 'infringing' their intellectual property rights over the iconic London taxi design' - likely to be very difficult to prove and, given they are so far behind, probably more calculated to delay the opposition, so adding risk to other manufacturers timescales

Mercedes told us last week that they hoped to have a vehicle on sale by they end of 2015 - but this is not public knowledge and they certainly don't want us saying this tomorrow

For all these reasons (most of which we obviously can't put in a press release!) I think we should steer clear of a list of dates and let the manufacturers field those questions directly

Garrett

----- Original Message -----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: Tuesday, January 14, 2014 08:08 PM
To: Steve Wrelton <[REDACTED]> Elliot Treharne <[REDACTED]>
Cc: transportdesk <transportdesk@london.gov.uk>; Tim Steer <[REDACTED]> Christian Van Der Nest
<[REDACTED]> Emmerson Garrett; Taylor Lisa; Daniels Leon
Subject: RE: Taxi release for Thursday

apols now with Garrett + Leon cc'd - Garrett see my comments in email below

From: Isabel Dedring
Sent: Tuesday, January 14, 2014 8:07 PM
To: Steve Wrelton; Elliot Treharne
Cc: transportdesk; Tim Steer; Christian Van Der Nest
Subject: RE: Taxi release for Thursday

I'd rather not say "bring forward" date as it looks like we are changing our mind (which we are but we never really announced a formal date, we said 'latest 2020' - so can we just say "announces all new taxis will need to be zero emission by 2018"

definitely don't agree with the second bullet there is no race for a single iconic taxi they can all coexist

I would be happy to do media if helpful as I will be at the event and have been closely involved in this for the last few years

not sure if Nissan will be happy to say that they are "alongside", or Mercedes for that matter

GARRETT - can you pls have another look at this release and also make sure the mfrs are going to be ok with all this in your view?

Both Mayoral quote and garrett quote need to be stronger in terms of emphasising that this is a firm commitment not an ambition/desire

we need a para or 2 explaining where they all are in the process of producing a taxi ie why is 2018 not "so late" (which will be the political attack) ie even if they race to produce electric cabs it will take til 2017 at the absolute earliest

From: Steve Wrelton
Sent: Tuesday, January 14, 2014 2:59 PM
To: Isabel Dedring; Elliot Treharne
Cc: transportdesk; Tim Steer; Elliot Treharne; Christian Van Der Nest
Subject: Taxi release for Thursday

Isabel, Matthew,

Please see draft release for Thursday's taxi event – this has changed quite a bit from the version TfL sent us and Elliot has kindly cast his eye over

The Mayor has 10 mins to meet with the manufacturers for a photograph outside City Hall, but we're not going to be minded to give interviews, bearing in mind the time frame

Matthew, I gather you're attending on Thursday? Perhaps you could field any requests from media for interviews, further pictures etc Nissan and Mercedes won't have vehicles there as I understand it, but will have representatives on site

Regarding the Green Investment Bank and supporting early adopters line, Elliot and I have spoken and feel that this will be worthy of a further press notice in its own right once the negotiations are all sorted? There is, however, a paragraph in there on this to sow the seed

Quotes from the manufacturers I have put at the bottom of the release as a separate quote section

Please let us know any thoughts/amends/suggestions?

Thanks,

Steve

Mayor brings forward date for introduction of cleaner, greener taxis to 2018

- From 2018 all new taxis presented for licensing will need to be 'zero emission capable'
- Mayor and Transport for London (TfL) currently working with five companies in the race to develop an iconic new Taxi for London
- Manufacturers spurred on by plans for Ultra Low Emission Zone to improve air quality and encourage take up of zero and low emission vehicles

The Mayor of London, Boris Johnson, today (Thursday 16 January) announced plans that would require all new taxis presented for licensing in the capital to be zero emission capable from 1 January 2018

The news follows a pledge the Mayor made last year to introduce an Ultra Low Emission Zone in central London by 2020, to ensure all vehicles driving in the centre of the capital during working hours would be zero or low emission

Since the Mayor threw down the gauntlet to vehicle manufacturers as part of his '2020 Vision', there has been strong interest from a range of leading companies that are keen to produce greener taxis, which can continue to deliver an iconic service London is famed for while reducing harmful emissions

The Mayor confirmed his plan at Transport for London's (TfL) 'New Taxi for London' event, where three vehicle manufacturers – Fraser Nash, Karsan and The London Taxi Company – were displaying taxis they have in development that will be able to meet the new zero emission requirements, alongside representatives from Nissan and Mercedes

To assist taxi drivers and encourage to the early adoption of the new vehicles before the 2018 deadline, the Mayor and TfL are now exploring a number of supporting measures with the Office of Low Emission Vehicles (OLEV) and are in discussion with the Green Investment Bank around financial options to help the capital's transition to zero emission capable taxis

Mayor of London, Boris Johnson said: "The London taxi is iconic in so many ways – not least in terms of its eye-catching looks and the way it is piloted by wily experts who know the capital like the back of their hand. To date its one Achilles heel, particularly of older models, has been the pollution

generated by chugging diesel engines. The next generation of taxis need to be smarter, greener and fit for the 21st century. The vehicles I've seen today look set to achieve this and carry forward the great tradition of the London taxi on into the future."

Garrett Emmerson, TfL Surface Transport Chief Operating Officer, said: "We will continue to work closely with taxi manufacturers to help make the 'New Taxis for London' a reality. The Mayor has made clear his desire to see a zero emission capable taxi carrying passengers as soon as possible and we are looking to the manufacturers to deliver the next generation of green London taxis. We would encourage early adoption of this technology and would like to see green taxis carrying passengers ahead of the 2018 deadline. This will significantly contribute to improving air quality in the capital as well as delivering benefits to cabbies themselves, in terms of reduced running costs."

TfL will continue to work with and support all the manufacturers, from initial design through to manufacture, to assist them in meeting London's taxi vehicle requirements, including wheelchair and other accessibility requirements. Through Source London the capital already has one of the most developed public charging networks in the world with more than 1,400 charge points and plans for further expansion over the coming years, with targeted services for taxi drivers.

Currently road transport is responsible for around 80 per cent of airborne pollution in the parts of central London where air quality is the worst, with black cabs contributing to 30 per cent of particulate matter emissions in those areas. The new zero-emission capable taxis being developed include both plug-in full series hybrid vehicles and full electric models. These vehicles will have the ability to operate in passenger service without emitting harmful pollutants.

The Mayor has already delivered on a number of measures to address emissions from taxis and to retire the oldest vehicles in the London taxi fleet. In January 2012, a 15 year age limit was introduced for taxis along with a requirement that all newly licensed taxis must meet, as a minimum, the Euro V emissions standard. Around 3,000 of the most polluting taxis have also been removed from the London fleet. Transport for London (TfL) has also undertaken a campaign to educate drivers on the fuel savings and reduced environmental impact that can be achieved by not leaving their engines idling at taxi ranks.

Notes to Editors

- [FURTHER INFORMATION ON MANUFACTURERS AND VEHICLES AT EVENT TO BE INCLUDED– TFL SUPPLYING]
- The plan to bring forward the zero emission capable requirement from the Mayor's existing proposed deadline of 2020 will be subject to a full public consultation later this year. The Mayor will set out his plans and will urge the public, the taxi trade, taxi vehicle manufacturers and any other interested parties to submit their views.
- Plans to green the taxi fleet are just a part of the Mayor and TfL's comprehensive programme of measures to improving air quality in London, including tighter Low Emission Zone standards; building Europe's largest fleet of hybrid buses – with 1,700 in passenger service by 2016; accelerating the introduction of ultra-low emission Euro 6 buses; retrofitting 900 older buses to reduce their NOx emissions by up to 88 per cent; introducing pure electric buses that emit no pollutants when carrying passengers and launching ambitious new building retrofit programmes such as RE:FIT and RE:NEW which have already retrofitted more than 90,000 homes, public buildings and schools.
- To find out more about air quality in London please visit www.cleanerairforlondon.org.uk <<http://www.cleanerairforlondon.org.uk>>. This website has been produced by the Mayor and the London boroughs to help Londoners and businesses find out more about air pollution in the capital and what can be done to help.
- For more information on the Low Emission Zone please visit: <http://www.tfl.gov.uk/roadusers/lez/17678.aspx>

Manufacturer quotes

Fraser Nash

Metrocab Chairman, Sir Charles Masfield said: "The Metocab is designed as a next-generation London taxi and represents a revolution in the market as the first electric-powered cab to meet the duty cycle of a London taxi, where cabbies typically drive many miles from outside the city. Ready now, our range extended drivetrain technology offers the solution London and other world-class cities are looking for. We are confident Metocab will make a real impact in the market and provide a better service to cities, drivers and passengers alike."

LTC

London Taxi Company's Vice-President of UK Operations, Peter Johansen, said: "Thanks to the £150m investment made by our parent company, Geely, we are able to develop a purpose-built, no compromise, zero-emissions capable London Taxi. Our vehicle will respond to Mayor Boris Johnson's vision for improving London's air quality and future global environmental challenges, deliver against the requirements of our customers and will be an evolution of the iconic London Taxi shape that is loved, admired and recognised the world over."

Karsan

Murat Selek, CEO of Karsan, said: "Turkish automotive manufacturer Karsan has designed its Concept V1, a highly accessible taxi, 'by London for London'. Building on the heritage of the city, Karsan developed the platform in cooperation with London's prestigious Royal College of Art and experienced R&D company Hexagon Studio to meet the aspirations of the driver as well as the needs of the passenger. In communicating with other road users, Concept V1 also ensures crucial attention to cyclist and pedestrian safety. Our unique engineering and manufacturing expertise is combined with an in-depth design process based on research thoroughness. Environmentally friendly, Concept V1 is designed to 'accommodate' the latest generation electric powertrain to achieve zero emission and is compliant with conditions of fitness including the 25 feet turning circle requirement. Revolution, alongside evolution!"

Mercedes

Steve Bridge, Managing Director Vans – Mercedes-Benz UK Ltd, said: "Mercedes-Benz, an existing established long-term black cab provider, is currently developing the next platform of Vito taxis. These new vehicles, specifically designed to include zero emissions capable concepts, will augment our market leading excellence in engineering, safety, comfort and efficiency for the taxi market."

Nissan

TBC

ENDS

Steve Wrelton

Senior Press Officer
Transport Desk
Mayor's Press Office
Tel: [REDACTED]
Mob [REDACTED]

Out of hours: [REDACTED]

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: Re: taxi supply
Date: 27 March 2014 18:07:25

?!

From: [REDACTED] [mailto:[REDACTED]]
Sent: Thursday, March 27, 2014 05:09 PM
To: Isabel Dedring; Anita Chen
Subject: taxi supply

Dear Isabel

yesterday we sent an e-mail to you requesting a meeting. We received the following reply from Garrett emerson at TFL

Dear [REDACTED]

Thank you for your email which Isabel has asked me to respond directly to.

The Mayor, Isabel and I are aware of the issues facing suburban taxi drivers which is the reason the Mayor asked TfL to undertake a comprehensive review in this area.

The review brought together representatives from each of the suburban areas as well as representatives of driver associations to discuss ideas and initiatives to help improve the situation for suburban drivers. Those suggestions have been collated by TfL and a full public consultation was recently launched which is due to close on Friday 11 April 2014. This is an important issue for the trade and letters were sent to every licensed taxi driver to encourage them to respond to the consultation. Once the consultation has closed TfL will analyse the results before we determine the next steps.

I will be happy to meet with you to discuss any concerns you may have and I would also encourage you to submit a formal response to the consultation on behalf of your membership before the closing date.

I have cc'd my PA Vicki who will help with availability.

Thank you again for writing.

Kind regards

Garrett

we feel it is essential that you attend the meeting or if you are unable to do so that we arrange a separate meeting with you to ensure you are in possession of

the full facts. thank you [REDACTED]

Dear Garrett

thank you for your e-mail and your response to our request for a meeting. we have grave concerns about several issues surrounding the suburban licensing system which we will be happy to share with you at our forthcoming meeting. We would like to make it clear (as you have stated) that this is a consultation surrounding issues concerning reviewing and improving the suburban taxi licensing system.

Unfortunately there are some within the trade who are seeking to turn it into a bun fight.

This cannot and WILL NOT be allowed to happen.

We are available from tuesday 10:30 AM onwards
there are outstanding issues concerning suburban licensing that are best handled now but exist with or without the suburban consultation.

These are the areas we need to tackle as a priority.

We will share these with you at the meeting.

We wish to meet the Mayor of London Boris Johnson. We were advised that it would be better to see Isabel dedring as we must ensure that the mayor and the greater London authority are in full possession of the facts.

We therefore request a separate meeting with her if she is unable to attend the forthcoming meeting.

we also have a question relating to the final decisions. Who are the names of the persons who will make the final decisions?

we look forward to hearing from you soon

sincerely
[REDACTED]

London suburban taxi drivers coalition

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From: [Emmerson Garrett](#)
To: ["isabel.dedring@london.gov.uk"](mailto:isabel.dedring@london.gov.uk)
Subject: Re: taxi supply
Date: 27 March 2014 18:26:55

Thanks...something of a glimmer of who we're dealing with I think!

Garrett

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: Thursday, March 27, 2014 06:13 PM
To: [REDACTED] <[REDACTED]> Anita Chen <[REDACTED]>
Cc: Daniels Leon; Emmerson Garrett; Taylor Lisa
Subject: Re: taxi supply

Thanks [REDACTED]

I spoke to Garrett at some length and as he is running the consultation (and runs TPH, amongst other things) I suggested he would be best placed to meet you. I am sure you'll be talking to the right person

If you have any concerns after that meeting, please let me know

From: [REDACTED] [mailto:[REDACTED]]
Sent: Thursday, March 27, 2014 05:09 PM
To: Isabel Dedring; Anita Chen
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sincerely



London suburban taxi drivers coalition

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Tim Steer](#); [Anita Chen](#)
Subject: Re: TFL and Welling
Date: 30 April 2014 18:00:38

Yes I forgot to add 'as usual'
:)

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Wednesday, April 30, 2014 05:58 PM
To: Isabel Dedring
Cc: Tim Steer; Anita Chen
Subject: Re: TFL and Welling

Will do...aren't we always 'friendly and problem solving'? :-).

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: Wednesday, April 30, 2014 04:25 PM
To: Emmerson Garrett
Cc: Tim Steer <[REDACTED]> Anita Chen <[REDACTED]>
Subject: Re: TFL and Welling

Ok let's see how you get on Fri with that

If you can impress on the team that wd be great if they can be in friendly problem solving mode!

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: Wednesday, April 30, 2014 04:22 PM
To: Isabel Dedring
Cc: Tim Steer; Anita Chen
Subject: FW: TFL and Welling

Isabel

Please see background on this issue below. Essentially, whilst we don't think its going to be possible to move the controller itself because of underground stats in the area, we are looking to soften the visual impact, including the possibility of a 'bench controller' ie. a control box that looks like (and can be used as!) a bench. There is a meeting with local councillors set up for this Friday to discuss.

Pick up at tomorrow's Surface 1 to 1 if you need more?

Garrett

From: Quearney Carol (ST) **On Behalf Of** Taylor Lisa
Sent: 30 April 2014 15:34
To: Emmerson Garrett; Skelley Dana (ST); Taylor Lisa; Clark Julie (nee Dye); Rowe David (ST); Blackmore Iain

Cc: Tompkin Thomas (ST); Kennedy-Todd Silka
Subject: RE: TFL and Welling

Hi,

Link to article about bench trialled at Shepherds Bus (2009) in H&F news
You'll find it towards the end (page 7)

http://www.lbhf.gov.uk/Images/23-38_hfBusiness_tcm21-119348.pdf

in case you find this helpful

ta
Carol

From: Emmerson Garrett
Sent: 30 April 2014 15:24
To: Skelley Dana (ST); Taylor Lisa; Clark Julie (nee Dye); Rowe David (ST); Blackmore Iain
Cc: Tompkin Thomas (ST); Kennedy-Todd Silka
Subject: RE: TFL and Welling

...a bench controller would be a great solution, if poss, wouldn't it?

G

From: Skelley Dana (ST)
Sent: 30 April 2014 15:23
To: Taylor Lisa; Clark Julie (nee Dye); Rowe David (ST); Blackmore Iain
Cc: Tompkin Thomas (ST); Emmerson Garrett; Kennedy-Todd Silka
Subject: RE: TFL and Welling

I think the site meeting is the right approach, I have discussed with Iain, and as usual, find many sides to the story.

Dana Skelley
Director of Asset Management
Transport for London
Surface Transport
[REDACTED]

Palestra ▪ 8th floor Zone 8R4 ▪ 197 Blackfriars Road ▪ London ▪ SE1 8NJ

Telephone: [REDACTED] ▪ Direct Dial: [REDACTED]



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From: Taylor Lisa
Sent: 30 April 2014 15:22
To: Clark Julie (nee Dye); Rowe David (ST); Skelley Dana (ST); Blackmore Iain
Cc: Tompkin Thomas (ST); Emmerson Garrett; Kennedy-Todd Silka
Subject: RE: TFL and Welling

Julie

Thanks very much for the update. I recall that a clever person who used to work in Alan's team (Rory?) designed a bench that could house the equipment in these boxes. Could we perhaps install something like that? Who would cover the costs of this?

Dana/Iain – anything to add?

Am copying to Garrett in case he has any further questions before going back to Isabel.

Cheers,

L

From: Clark Julie (nee Dye)
Sent: 30 April 2014 10:55
To: Taylor Lisa; Rowe David (ST)
Cc: Tompkin Thomas (ST); Blackmore Iain
Subject: FW: TFL and Welling

Hello Lisa and David

Bexley have used £1.8m of LIP funding, over the last three financial years, to introduce large scale public realm improvements along the A207 corridor, which includes Welling High Street. As the photo, below, indicates (taken during construction). The footway has been improved and guardrail removed (where safe to do so) to provide more space for pedestrians. The crossings and carriageway have also been changed significantly, to work better for all users. As part of this process Bexley and TfL have been working closely to ensure junctions and signals operate correctly.

With regards to the signal boxes, the agreement to place them in their current position was taken by Bexley officers (specifically; Andrew Bashford, Traffic Engineering Manager), in discussion with TfL. The original location, as detailed within Cllr Bacon's email, was investigated but the presence of a significant number of stats meant that this was not a viable option. Other locations were investigated, but there was insufficient room (in terms of footway width) or too many stats. Bexley undertook trial holes, which confirmed there was no other alternative location due to the number of stats present along this corridor. Prior to the High Street improvements, these cabinets had previously been placed in the location they now stand in.

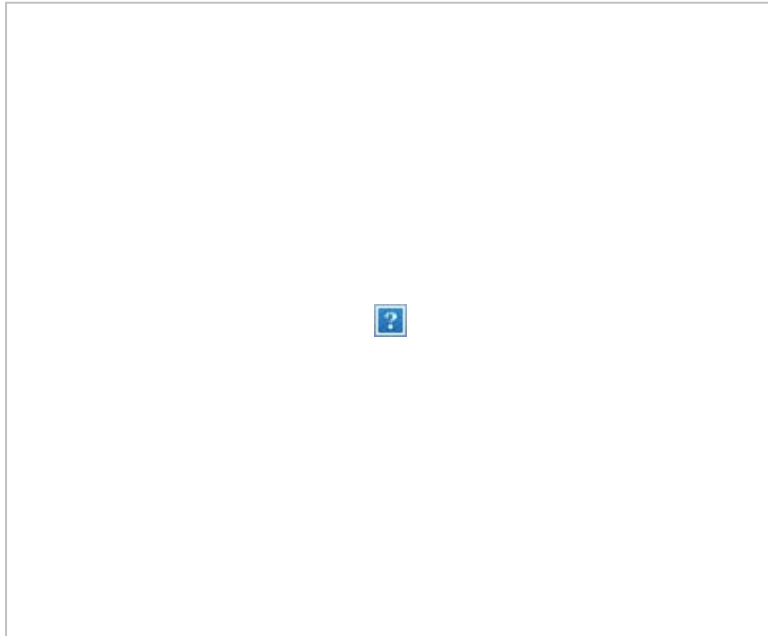
Tom and Peter Gocke will be at the meeting on Friday, to explain the complexities of siting the cabinets. Tom is happy to consider alternative proposals, although it would cost a substantial amount to resite them. I should also highlight that maintenance, and access to them, is also considered when siting these cabinets.

Lisa – your team inform me that I don't need to use a template for your response to Isabel, but please let me know if you require anything else. Should there be no viable alternative location, Tom and I have also discussed ideas around 'softening' the look of the cabinets, in an aim to have a number of ideas prepared for Friday's discussion (though this is also difficult, due to the necessary maintenance requirements).

Many thanks
Julie

Julie Clark (nee Dye)
Regional Borough Programme Manager (East) | Borough Projects and Programmes Team
Surface Planning

Transport for London, 11th Floor Palestra, Zone 11G9, 197 Blackfriars Road, Southwark, London SE1 8NJ
E: [REDACTED]



From: Rowe David (ST)
Sent: 30 April 2014 09:33
To: Clark Julie (nee Dye)
Subject: FW: TFL and Welling

Julie – see below and attached. Can you co-ordinate the required briefing – doesn't need to be too long, but will clearly need input from signals. David

David Rowe

Head of Borough Projects and Programmes

Transport for London ▶ Surface Transport

11th Floor, Zone 11Y8, Palestra, 197 Blackfriars Road, London SE1 8NJ
tel: [REDACTED] | fax: 020 3054 2002
email: [REDACTED] | www.tfl.gov.uk



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From: Taylor Lisa
Sent: 30 April 2014 09:17
To: Blackmore Iain; Rowe David (ST); Liddell Heather (ST); Clements Chris
Cc: Quearney Carol (ST); Kennedy-Todd Silka; Skelley Dana (ST); Plowden Ben
Subject: FW: TFL and Welling

Hi Iain and David,

Please see below and attached in relation to our installation of two signal boxes in Welling. Cllrs are meeting with Julie Clark and Thomas Tompkin in your teams on Friday. I assume this is a LIP funded scheme but we designed and carried out signals works and changes to the junction.

Could you please let us have background to the scheme (ie is it LIPs funded), our involvement and why the boxes were installed in their current location and not the original location proposed (plus how we engaged with the Borough on this). Garrett needs to get back to Isabel today and will want to know what our position is in terms of moving boxes, etc.

Thanks,

Lisa

From: Emmerson Garrett
Sent: 29 April 2014 18:46
To: 'xxxxxxx.xxxxxxx@xxxxxx.xxx.xx'; Taylor Lisa
Cc: [REDACTED] Kennedy-Todd Silka; Quearney Carol (ST)
Subject: Re: TFL and Welling

Isabel

...I'll find out and get back to you

Garrett

From: Isabel Dedring [<mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx>]
Sent: Tuesday, April 29, 2014 06:33 PM
To: [REDACTED] <[REDACTED]> Emmerson Garrett; Taylor Lisa
Cc: Tim Steer <[REDACTED]> Nick Waterman <[REDACTED]>
Subject: Re: TFL and Welling


Gareth

Many thanks for your email and the chat earlier

Garrett, I tried to reach you re this - is this scheme in your part of the business? If so, could you give me a ring pls? If not, could you let me know whose area it falls under?

Thanks

|

From: Councillor Bacon, Gareth [<mailto:> 
Sent: Tuesday, April 29, 2014 11:28 AM
To: Isabel Dedring
Subject: TFL and Welling

Dear Isabel,

It was good to speak to you this morning, thank you for your time.

As discussed, we have an issue with some work that TFL carried out in conjunction with Bexley Council in Welling, within our borough. The wider scheme included wholesale road and footway resurfacing, with new and improved signalling and better junction alignment.

This work was delayed considerably beyond the published timetable for a variety of reasons (included a good number of revisions made to the scheme at the insistence of TFL engineers.) The weather in the early months of 2014 also contributed heavily to the delay in the work programme and the cumulative impact of the delays led to a good deal of local criticism, most of which was targeted (inaccurately) at the Council.

However, the work is now completed, the junction has re-opened and the traffic flow is considerably smoother than before, so the delay to the work programme is not the primary cause for my contacting you.

The reason for the contact is contained in the two photographs I have attached. These are two signal boxes that were installed as part of the recently completed work. They were initially supposed to be located comparatively unobtrusively next to a wall on the other side of the road. However, quite late in the process they were installed in their present location, at the insistence of TFL engineers, who presented the decision to put them there more or less as a fait accompli to a junior Bexley Council officer and with no consultation offered to anyone in either a senior officer or senior political capacity.

The location is right in the middle of some public realm improvement work the Council had recently spent a considerable sum of money on, in order to effectively mark the gateway to the town centre. The intrusive presence of these black boxes has completely destroyed the impact of the public realm work in that location, and has led to considerable anger from both local residents and local Councillors, who are entirely united in their condemnation of the imposition of what they consider to be a total eyesore. Various Members have made disparaging remarks about the level of care that went into TFL's planning for this work and have accused them of not giving a second thought to the people of the borough in making their decision to site these cabinets in such a prominent location.

Cllr Linda Bailey (Bexley's Cabinet Member for Regeneration) and I, along with various Council officers, are due to be meeting with Julie Clark and Thomas Tompkin from TFL at the Bexley Civic Offices on Friday 2nd May at 11.00 am. The purpose of the meeting is to relay our Members' discontent with the current state of affairs, and to press TFL as to what they propose to do to rectify the situation. My understanding is that conversations at officer level have so far been wholly unproductive, with TFL focussing on the cost that would be involved in re-siting the cabinets. Whilst it is understood that there may well be considerable expense involved, it is the position of Bexley Members that the present

situation has been caused by inadequate planning and communication on the part of TFL, and that TFL need to produce a workable solution as soon as possible.

As discussed when we spoke this morning, anything you can do to expedite matters would be gratefully received.

Best regards,
Gareth

Cllr Gareth Bacon AM
Longlands Ward
Cabinet Member for the Environment and Public Realm
London Borough of Bexley



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moves involving Council staff
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From: [Isabel Dedring](#)
To: [Podwiazka Darek \(ST\)](#); [Daniels Leon](#); [Emmerson Garrett](#); [Plowden Ben](#); [Taylor Lisa](#); [Bristow Alan \(ST\)](#); [Skelley Dana \(ST\)](#); [Weston Mike \(ST\)](#); [Williams Alex](#); [Tim Steer](#); [Christian Van Der Nest](#); [Katherine McKinlay](#); [Grant James](#)
Cc: [Anita Chen](#); [Lock-wah-hoon Colette \(ST\)](#); [Hallett Catherine](#); [Quearney Carol \(ST\)](#); [Rogan Kerri](#); [Wilson Alison](#); [Kennedy-Todd Silka](#); [Lee Andrew](#); [Kibbler Emily](#); [Matson Lilli](#); [Osborne Emma](#); [Chapman Helen \(TPH\)](#)
Subject: RE: TfL Surface GLA weekly meeting 220514 - AGENDA
Date: 21 May 2014 20:49:53

re 3 1 we are discussing at the RTF meeting in the morning so I presume we dont need to cover this again?

Similarly re boro engagement we will be talking about that at the RTF meeting so what is the best way to ensure we have one discussion not 2? Happy to do it here but then maybe not do at the RTF meeting, but in that case need to make sure Alex W tied in. Anyway, no need to come back to me on this point if you can just sort it thanks

Finally re 2 1 I discussed with PGH and LD at the PGH 121 earlier this week so I dont think we need to discuss?

From: Podwiazka Darek (ST) [REDACTED]
Sent: Wednesday, May 21, 2014 6:57 PM
To: Isabel Dedring; leondaniels@tfl.gov.uk; garrettemmerson@tfl.gov.uk; Plowden Ben; Taylor Lisa; Bristow Alan (ST); Skelley Dana (ST); Mike weston@tfl.gov.uk; Williams Alex; Tim Steer; Christian Van Der Nest; Katherine McKinlay; Grant James
Cc: Anita Chen; Lock-wah-hoon Colette (ST); Hallett Catherine; Quearney Carol (ST); Rogan Kerri; Wilson Alison; silkakennedy-todd@tfl.gov.uk; Lee Andrew; Kibbler Emily; Matson Lilli; Osborne Emma; Chapman Helen (TPH)
Subject: TfL Surface GLA weekly meeting 220514 - AGENDA

Dear all,

Please find attached (and copied below) the agenda for tomorrow's TfL Surface/GLA liaison meeting, scheduled for 13 30 - 14 15 at City Hall, Room 8 7

Also attached are papers for the following items:

- 3 1 Copy of latest RTF Media Grid
- 3 2 ATM – Proposals for discussion
- 4 1 Car Clubs – Briefing note and draft agenda

AGENDA Ref

Item

Discussion to be led by

1 Mayor's Meeting Papers

1 1

29 May – No Mayor's Meeting
3 June – No Surface Papers

2 Taxi and Private Hire

2 1

Licensee Code of Conduct and Passenger Charter
- Verbal

Garrett

2 2

Cabbies Cabinet
- Review agenda for forthcoming meeting (12 June)

Garrett

3 Roads

3 1

RTF Media Grid

- Update

Ben

3 2

ATM
- Discuss proposals and borough engagement

Garrett

4 Car Clubs

4 1

Car Club (Standing item)

- Update on strategy
- Review agenda for Car Lite event (10 July)

Ben

5 AOB

Thanks

Darek

Darek Podwiazka

Managing Director's Office, Surface Transport

Transport for London

11th Floor - Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] • Email: [REDACTED] [mailto:\[REDACTED\]](mailto:[REDACTED])

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From: [Emmerson Garrett](#)
To: ["Isabel Dedring"](#); ["Sarah Gasson"](#); ["Steve Wrelton"](#); [Hills, Victoria](#); ["Tim Steer"](#); ["Elliot Treharne"](#)
Cc: [Oxley Jenna](#); [Maskell Dan \(Press Office\)](#)
Subject: RE: Thought you might like to see...
Date: 10 January 2014 13:08:00

...we should make the point that the taxis he will see next week are not van conversions but bespoke new vehicles being designed from the ground up as proper taxis.

Garrett

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: 10 January 2014 12:14
To: Sarah Gasson; Steve Wrelton; Hills, Victoria; Tim Steer; Elliot Treharne
Cc: Emmerson Garrett; Oxley Jenna; Maskell Dan (Press Office)
Subject: RE: Thought you might like to see...

Yes many thanks that would help

From: Sarah Gasson
Sent: 10 January 2014 12:04
To: Isabel Dedring; Steve Wrelton; Victoria Hills; Tim Steer; Elliot Treharne
Cc: [xxxxxxxxxxxxxx@xxx.xxx.xx](#); Oxley Jenna; Dan Maskell
Subject: RE: Thought you might like to see...

No problem Isabel – we'll make sure he is on the list. Worth us giving him a bell anyway so he has the story straight!

From: Isabel Dedring
Sent: 10 January 2014 11:58
To: Sarah Gasson; Steve Wrelton; Victoria Hills; Tim Steer; Elliot Treharne
Cc: [xxxxxxxxxxxxxx@xxx.xxx.xx](#); Oxley Jenna
Subject: FW: Thought you might like to see...
Importance: Low

Sarah - Can we invite this guy (the Wired reporter at the link) to the taxi launch or at least send him our materials, as he seems to think the Nissan is "the new London taxi" - !

From: Michael Hurwitz [mailto:xxxxxx.xxxxxxx@xxx.xxx.xxx.x]
Sent: 09 January 2014 17:06
To: Isabel Dedring
Subject: Thought you might like to see...
Importance: Low

...Wired's view of the Nissan Taxi proposal

<http://www.wired.com/autopia/2014/01/new-london-taxi/?cid=co16820474>

☺

Michael Hurwitz

Director | Energy, Technology & International | Department for Transport
Great Minster House | Zone 1/31 | 33 Horseferry Road | London SW1P 4DR
t: [REDACTED]
e: xxxxxxx.xxxxxxx@xxx.xxx.xxx.xx

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From: [Emmerson Garrett](#)
To: ["Isabel Dedring"](#)
Subject: RE: Uber
Date: 20 January 2014 11:26:00

Isabel

...think No 10 are trying to rearrange this meeting for later this week now aren't they?

Garrett

From: Isabel Dedring [mailto:xxxxxx.xxxxxxx@xxxxxx.xxx.xx]
Sent: 20 January 2014 11:16
To: Hendy Peter (TfL); Carter Howard
Cc: Daniels Leon; Emmerson Garrett; Taylor Lisa; Hudson Teresa
Subject: RE: Uber

Thanks

I gather there was a major protest in Paris against these kinds of 'disruptive technologies'

My understanding from Garrett is that there is no basis on which we could block guys like Uber (even if we wanted to), but in any case Garrett and I are due to be meeting Daniel Korski tomorrow, [REDACTED]

From: Hendy Peter (TfL) [mailto:xxxxxxxxxx@xxx.xxx.xx]
Sent: 20 January 2014 10:26
To: Isabel Dedring; [xxxxxxxxxx@xxx.xxx.xx](#)
Cc: [xxxxxxxxxx@xxx.xxx.xx](#); [xxxxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx](#); Taylor Lisa; [REDACTED]
Subject: Fw: Uber
Importance: High

See below and attached.

As well as Bob Oddy menacing Leon and me on Thursday, Steve Wright was also in line and had his own fairly unpleasant go about this subject.

He says that we are 'days away' from riots in the streets as Uber are apparently enemy no 1 of the PHV and taxi trades.

You will also, of course, have seen the pressure from Julian Glover of DfT, Daniel Korski of no 10 and Priya Guha and others from the FCO for us to support this company and other 'disruptive car-sharing companies'.

I am copying this to Howard Carter as we need some legal advice. [REDACTED]
[REDACTED]

Peter

From: Steve Wright Personal [mailto:[REDACTED]]
Sent: Monday, January 20, 2014 10:12 AM
To: Hendy Peter (TfL)
Subject: Uber

Sir Peter,

It was good to catch up with you on Thursday at the London Government dinner and thank you for so much of your time.

I had not realised it when we spoke but the lawyers had just hours earlier asked for a formal meeting with you (request attached with 98 Act). Whilst that is asked for, perhaps before that (as discussed on Thursday) I could pop along with Mike Glavin MD of West One Cars to brief you (Mike is on the Platinum Executive Committee of the LPHCA).

This matter is now "toxic" as in my view (alongside the whole Platinum Executive Committee and wider LPHCA membership) TfL TPH has failed to deal with fundamental breaches of primary regulations, originally notified to Helen and Garrett in August. I have seen the evidence that Uber are doing so and our "complying members" are fuming.

In my view we are just days away from Isabel, then Boris and Government being alerted by us, with the likelihood of increased (potentially) negative media coverage, as the Standard and the Wall Street Journal are already covering Uber.

Leon is absolutely wrong in my view by thinking Uber have been complying and we are all very concerned they are being "accommodated" rather than "regulated".

Best regards,

Steve

From

Steve Wright

[REDACTED]
Bovingdon
Hemel Hempstead
Herts [REDACTED]

Home [REDACTED]
Mob [REDACTED]
Fax 01442 380607
Email [REDACTED]

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From: [Isabel Dedring](#)
To: [REDACTED]
Cc: [Anita Chen](#); [Tim Steer](#); [Emmerson Garrett](#)
Subject: Re: Uber London
Date: 20 February 2014 09:06:08

Many thanks. No need to meet me, you are in good hands with Garrett and i am fully up to speed on the issues through him. Best, Isabel

From: Jo Bertram [mailto:[REDACTED]]
Sent: Wednesday, February 19, 2014 04:10 PM
To: Isabel Dedring
Subject: Uber London

Dear Isabel,

I hope you are well. Sorry we never managed to connect in the run-up to Christmas - I know your schedule was impossible, I think mine was nearly as bad!

As I mentioned in my last mail, our public policy consultants, Fipra, have been seeking for a while to arrange a meeting with you in your position as Deputy Mayor with responsibility for transport issues. I appreciate that when we suggested this for our CEO, Travis Kalanick, during his visit to London last December the dates did not work with your diary – and the same when we put forward our Head of Global Public Policy, Corey Owens, for his visit in January. We did however take up your office's suggestion of a meeting with Garrett Emmerson, Chief Operating Officer for Surface Transport at TfL, with whom we had a useful and constructive discussion in early January - many thanks for the suggestion.

Our new Head of Public Policy for Europe, Dominick Moxon-Tritsch, will be joining Uber shortly and will be in London during the course of next month. I wondered if we could seek to arrange an introductory meeting with you? I would propose to join Dominick for this. If schedules do not permit, alternatively I would love to meet instead for a coffee at some point later this month or next ?

Uber has continued to expand in numerous cities around the world, in Europe as well as elsewhere – and to date we have been welcomed by TfL officials as a relative newcomer to London. We continue to deal with officials at TfL on various specific issues, but I am conscious that, while you will have met and been in contact with other companies and trade bodies active in the London market for taxis and private hire vehicles, we have yet to see you ourselves. We would therefore very much welcome an opportunity to come and see you to introduce the company, explain how we work and answer any questions that you may have, at some point over the next few weeks.

Regards,

Jo

Jo Bertram
General Manager - London

Uber London



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Napa

On Thu, Dec 5, 2013 at 6:47 PM, Isabel Dedring <Isabel.Dedring@london.gov.uk> wrote:
Sounds interesting and thanks for the email

My diary is impossible in runup to xmas, why don't you just give me a ring and we can at least
have a quick chat

Am on

Thanks

From: Jo Bertram [mailto:
Sent: Thursday, December 05, 2013 01:31 PM
To: Isabel Dedring
Subject: McK alumni connection - Uber London

Dear Isabel,

I hope you'll forgive the direct approach - Julian Mills gave me your email and suggested I reach out! I've recently left McK after 5 years with the Firm, and have moved home to London as the General Manager for Uber in London. Uber provides a smartphone app that connects consumers with drivers of private hire vehicles (www.uber.com/london) - some more detail is below.

I would love to meet at some point and share some of the exciting things that Uber is bringing to the sector (e.g. technology, job/small business creation, security etc.) and also to pick your brains on my new role, and how Uber can best contribute to improving the transportation infrastructure in London.

Appreciate you are extremely busy and this is short notice, but if you have some time in the second half of next week, our CEO, Travis Kalanick, is in town from San Francisco, and I'd love to bring him to meet you as well. He's got some visionary ideas about innovation and the future of urban transport, so it would hopefully be interesting for you too. Would that be possible at all?

Finsbury, our public policy consultants, have likely made a formal approach to meet you via the Mayor's office, but as Julian spoke so highly of you, I preferred to reach out directly!

Regards,

Jo

How Uber works: Customers pre-book through the app, the nearest driver is dispatched, and on completion of the trip, the rider's credit card is automatically charged, and a receipt emailed. The rider is also asked to provide feedback, a great accountability measure to ensure we maintain high service levels.

Global footprint: After starting in San Francisco about 3 years ago, we launched in London in mid-2012 with a luxury product, and have since introduced executive and
Besides London, Uber is now in 60 cities around the world, including 9 in Europe.

Jo Bertram
General Manager - London

Uber London


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Napa

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From: [Emmerson Garrett](#)
To: ["Isabel.Dedring@london.gov.uk"](mailto:Isabel.Dedring@london.gov.uk)
Cc: [Bennett Victoria \(ST\)](#); [REDACTED]
Subject: Re: Uber UK [UNCLASSIFIED]
Date: 23 January 2014 10:45:17

Okey doke, no worries!

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Thursday, January 23, 2014 10:31 AM
To: Emmerson Garrett
Cc: Bennett Victoria (ST); Anita Chen <[REDACTED]>
Subject: RE: Uber UK [UNCLASSIFIED]

Garrett

Sorry dude, it is a bit of a political one so i need to be involved
And i just cant fit in a full in person visit on this so is going to have to be a call
I am sure will be another opportunity! Will bear in mind for next time anything comes up at No 10
Thx

Isabel

-----Original Message-----

From: Emmerson Garrett [GarrettEmmerson@tfl.gov.uk]
Sent: Thursday, January 23, 2014 09:52 AM GMT Standard Time
To: Isabel Dedring
Cc: Bennett Victoria (ST); Anita Chen
Subject: Fw: Uber UK [UNCLASSIFIED]

Isabel

I know you're keen to take this as phone call rather than a full meeting as its a bit of a non issue However, personally I'd be quite keen to go over there for a meeting, partly out of personal curiosity as I've never been to No 10(!), but more seriously because it would be an opportunity to understand a bit more about where they are coming from in this whole area of regulation which will only become higher profile in the future as technology developments increasingly challenge the traditional taxi and private hire industries It would also be an opportunity to lobby on the issues we still have with the law commission review

Would you therefore be happy if I took the meeting on my own?

Garrett

----- Original Message -----

From: Bennett Victoria (ST)
Sent: Thursday, January 23, 2014 09:21 AM
To: Emmerson Garrett
Cc: Quearney Carol (ST)
Subject: FW: Uber UK [UNCLASSIFIED]

Meeting for tomorrow being rescheduled to next week

-----Original Message-----

From: Carl Ridgers [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 23 January 2014 09:07
To: 'Anita Chen'; Bennett Victoria (ST)
Subject: RE: Uber UK [UNCLASSIFIED]

Hi Anita, Victoria

I am afraid Daniel has had to travel unexpectedly to Davos with the Prime Minister I could offer Wednesday 1215, Thursday 1345 or Friday 1515 for either a meeting or a phone call Would any of those suit?

Kind regards
Carl

Carl Ridgers
Diary Manager |Prime Minister's Office | 10 Downing Street, London | SW1A 2AA [REDACTED]

-----Original Message-----

From: Anita Chen [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 22 January 2014 17:44
To: Carl Ridgers; 'Bennett Victoria (ST)'
Subject: RE: Uber UK [UNCLASSIFIED]

Hi both

I'm so sorry to do this Any chance we can make the call at 10am instead on Friday at all?

Many thanks

Kind regards
Anita

-----Original Message-----

From: Carl Ridgers [mailto:]
Sent: 22 January 2014 09:22
To: 'Bennett Victoria (ST)'; Anita Chen
Subject: RE: Uber UK [UNCLASSIFIED]

Anita, Victoria

I think what I'll actually do is get No10 Switchboard to set the call up. Can you let me know the best numbers to get your bosses on?

Thanks
Carl

Carl Ridgers
Diary Manager | Prime Minister's Office | 10 Downing Street, London | SW1A 2AA

-----Original Message-----

From: Bennett Victoria (ST) [mailto:]
Sent: 20 January 2014 11:36
To: Carl Ridgers; 'Anita Chen'
Subject: RE: Uber UK [UNCLASSIFIED]

Many thanks for arranging Anita / Carl,

Can I please have dial in details for Friday call at 11am?

Thanks again,

Kindest regards

Victoria

-----Original Message-----

From: Carl Ridgers [mailto:]
Sent: 20 January 2014 10:31
To: 'Anita Chen'
Cc: Bennett Victoria (ST)
Subject: RE: Uber UK [UNCLASSIFIED]

Thursday is by far the better option for Daniel. What time is Isabel's meeting finishing?

Carl Ridgers
Diary Manager | Prime Minister's Office | 10 Downing Street, London | SW1A 2AA

-----Original Message-----

From: Anita Chen [mailto:]
Sent: 20 January 2014 10:22
To: Carl Ridgers
Cc: Bennett Victoria (ST)
Subject: RE: Uber UK [UNCLASSIFIED]

Hi Carl

Understood. I will check re Thursday - Isabel is chairing a meeting in the morning, not sure if she can get out early. Friday she can do mid-day to early afternoon which is my best bet. Any good?

Kind regards
Anita

-----Original Message-----

From: Carl Ridgers [mailto:]
Sent: 20 January 2014 10:01
To: Anita Chen
Cc: Bennett Victoria (ST)
Subject: RE: Uber UK [UNCLASSIFIED]

Anita, Victoria

Unfortunately Daniel will now have to join the PM at this time. How are your diaries looking for Thursday or Friday morning?

Kind regards

Carl

Carl Ridgers
Diary Manager | Prime Minister's Office | 10 Downing Street, London | SW1A 2AA [REDACTED]

-----Original Message-----

From: Anita Chen [mailto:[REDACTED]]
Sent: 15 January 2014 15:15
To: Carl Ridgers
Cc: Bennett Victoria (ST) [REDACTED]
Subject: RE: Uber UK [UNCLASSIFIED]

Many thanks

V, please note

Kind regards
Anita

-----Original Message-----

From: Carl Ridgers [mailto:[REDACTED]]
Sent: 15 January 2014 15:09
To: Anita Chen
Subject: RE: Uber UK [UNCLASSIFIED]

Hi Anita

Isabel will just need bring photo ID with her and arrive about 15mins beforehand to allow enough time to clear security

Kind regards
Carl

Carl Ridgers
Diary Manager | Prime Minister's Office | 10 Downing Street, London | SW1A 2AA [REDACTED]

-----Original Message-----

From: Anita Chen [mailto:[REDACTED]]
Sent: 15 January 2014 14:49
To: 'DFTSpecialAdvisers'; Carl Ridgers
Cc: Bennett Victoria (ST) [REDACTED]
Subject: RE: Uber UK [UNCLASSIFIED]

Thanks Mark for checking

Carl, let's proceed without Julian then if okay with Daniel Will wait for security instruction if any Thanks

Kind regards
Anita

-----Original Message-----

From: DFTSpecialAdvisers [mailto:[REDACTED]]
Sent: 15 January 2014 14:46
To: Anita Chen; [REDACTED]
Cc: Bennett Victoria (ST) [REDACTED]
Subject: RE: Uber UK [UNCLASSIFIED]

Anita,

Julian doesn't feel that he necessarily needs to be at this meeting and it would be very difficult in any case from a diary point of view, so he doesn't plan to attend

Hope that is ok

Regards

Mark Southon

Private Secretary to the Special Advisers Special Advisers Office | Zone 5/12 | Department for Transport | Great Minster House | 33 Horseferry Road | LONDON SW1P 4DR | [REDACTED]

-----Original Message-----

From: Anita Chen [mailto:[REDACTED]]
Sent: 14 January 2014 16:34
To: [REDACTED]
Cc: DFTSpecialAdvisers; Bennett Victoria (ST) [REDACTED]
Subject: FW: Uber UK [UNCLASSIFIED]

Hi Carl

Further to our conversation, I'd like to confirm the meeting with Daniel on Tuesday 21 Jan 13 15-13 45 at your office Garrett Emmerson, COO of Surface Transport, TfL will join Isabel I'd appreciate if you can you advise any security instructions they should be aware of (please include Garrett's PA Victoria cc'd for info)

Mark, it was unclear whether Julian should be at the meeting Would you mind checking please?

Many thanks

Kind regards

Anita

Anita Chen | Executive Assistant to Isabel Dedring | Deputy Mayor for Transport & Deputy Chair of Transport for London | Greater London Authority
T: +44 (0)20 [REDACTED] | F: +44 (0)20 7407 2775 | E: [REDACTED] | W: <http://london.gov.uk> | City Hall, The Queen's Walk, London SE1 2AA

-----Original Message-----

From: Carl Ridgers [mailto:[REDACTED]]
Sent: 14 January 2014 15:15
To: [REDACTED] dft gsi gov uk; Anita Chen
Subject: RE: Uber UK [UNCLASSIFIED]

Julian, Anita

Would 1100 on Wednesday or Thursday next week work for you?

Carl

Carl Ridgers
Diary Manager | Prime Minister's Office | 10 Downing Street, London | SW1A 2AA [REDACTED]

-----Original Message-----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: 14 January 2014 12:27
To: Daniel Korski; [REDACTED] dft gsi gov uk; Tim Luke; peterhendy@tfl.gov.uk
Cc: Kit Malthouse; [REDACTED] garrettemmerson@tfl.gov.uk; [REDACTED] Nick Waterman; Carl Ridgers; Tim Steer; [REDACTED] Anita Chen
Subject: Re: Uber UK [UNCLASSIFIED]

Sure

Garrett should join

Anita can sort

I can't do Friday morning event sadly

----- Original Message -----

From: Daniel Korski [mailto:[REDACTED]]
Sent: Tuesday, January 14, 2014 10:58 AM
To: 'Julian Glover' <[REDACTED] dft gsi gov uk>; Isabel Dedring; Tim Luke <[REDACTED] peterhendy@tfl.gov.uk>
Cc: Kit Malthouse; [REDACTED] garrettemmerson@tfl.gov.uk; [REDACTED] Nick Waterman; Carl Ridgers [REDACTED] Tim Steer; [REDACTED]
Subject: RE: Uber UK [UNCLASSIFIED]

Let's meet

Carl, copied, can set up a meeting here Isabel, are you coming to our sharing economy meeting on Friday? If not, please come along

Daniel

-----Original Message-----

From: Julian Glover [mailto:[REDACTED] dft gsi gov uk]
Sent: 14 January 2014 10:56
To: 'Isabel Dedring'; Daniel Korski; Tim Luke; 'Hendy Peter (TfL)'
Cc: Kit Malthouse; [REDACTED] garrettemmerson@tfl.gov.uk; [REDACTED] Nick Waterman; Tim Steer; [REDACTED]
Subject: RE: Uber UK

Thanks

I think a meeting w/ Daniel, you and/or Peter would be helpful

J

-----Original Message-----

From: Isabel Dedring [mailto:Isabel.Dedring@london.gov.uk]
Sent: 14 January 2014 09:58

To: [REDACTED]
Cc: Kit Malthouse; Julian Glover; [REDACTED] garrettemmerson@tfl.gov.uk; [REDACTED]
Nick Waterman; Tim Steer; [REDACTED]
Subject: Uber UK

Daniel

Thanks for your email to Kit, which he forwarded on to me. I look after transport for the Mayor.

We are aware of Uber and Garrett (the TFL Surface COO, cc'd above) and I meet the cab and minicab trades regularly. Clearly we want to be helpful; the issue is a bit more complex than it might appear because of the way taxi and private hire licensing works in London.

I think Garrett is probably best placed to explain where we have gotten to with Uber to date, and what the plan is - however as I say we are all keen to find a way forward that works for everyone.

Garrett, perhaps we can discuss at this week's Surface 121, thanks.

Isabel

Isabel Dedring
Deputy Mayor, Transport
Mayor's Office
City Hall
Queen's Walk
London SE1 2AA

Mobile [REDACTED]
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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Cc: [Kennedy-Todd Silka](#); [Taylor Lisa](#); [Osborne Emma](#); [Anita Chen](#)
Subject: RE: Uber UK
Date: 14 January 2014 11:47:39

Thats helpful

Anita can you tell daniel's office all probably fine and no need for meeting as garrett sorting - I will call daniel Friday (can you book something in) and if he still feels need for meeting after that I am happy to meet next week

Isabel

-----Original Message-----

From: Emmerson Garrett [[xxxxxxxxxxxxxxxx@xxx.xxx.xx](#)]
Sent: Tuesday, January 14, 2014 11:07 AM GMT Standard Time
To: Isabel Dedring
Cc: [xxxxxxxxxxxxxxxx@xxx.xxx.xx](#); Taylor Lisa; Osborne Emma
Subject: FW: Uber UK

Hi Isabel

I can up date more fully on Thursday but, I met with Cory Owens et al from Uber last week and there is not really a substantive issue with their compliance I appreciate that they are very good at lobbying in the highest circles, but I really don't think there is a need for a meeting - their PH license is not in question! The meeting with them was very positive

The bigger problem we are going to have is with Steve Wright, the LPHCA and the rest of the private hire trade who will be up in arms when we confirm that we've got no problem with the way Uber are operating this is really all about competition within the industry (and indeed with the Hackney Trade who Steve is also winding up) - Uber are a big threat to all of them

Garrett

-----Original Message-----

From: Julian Glover [[mailto: \[REDACTED\]@dfi.gsi.gov.uk](#)]
Sent: 14 January 2014 10:56
To: 'Isabel Dedring'; [REDACTED] Hendy Peter (TfL)
Cc: Kit Malthouse; [REDACTED] Emmerson Garrett; Taylor Lisa; Nick Waterman; Tim Steer; Podwiazka Darek (ST)
Subject: RE: Uber UK

Thanks

I think a meeting w/ Daniel, you and/or Peter would be helpful

J

-----Original Message-----

From: Isabel Dedring [[mailto:Isabel.Dedring@london.gov.uk](#)]
Sent: 14 January 2014 09:58
To: [REDACTED]
Cc: Kit Malthouse; Julian Glover; [REDACTED] garrettemmerson@tfl.gov.uk; [REDACTED]
Nick Waterman; Tim Steer; [REDACTED]
Subject: Uber UK

Daniel

Thanks for your email to Kit, which he forwarded on to me I look after transport for the Mayor

We are aware of Uber and Garrett (the TFL Surface COO, cc'd above) and I meet the cab and minicab trades regularly Clearly we want to be helpful; the issue is a bit more complex than it might appear bc of the way taxi and private hire licensing works in London

I think Garrett is probably best placed to explain where we have gotten to with Uber to date, and what the plan is - however as I say we are all keen to find a way forward that works for everyone

Garrett, perhaps we can discuss at this week's Surface 121, thanks

Isabel

Isabel Dedring
Deputy Mayor, Transport
Mayor's Office
City Hall
Queen's Walk
London SE1 2AA

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From: [Isabel Dedring](#)
To: [Hendy Peter \(TfL\)](#); [Carter Howard](#)
Cc: [Daniels Leon](#); [Emmerson Garrett](#); [Clarke Andrea \(Exc\)](#); [Taylor Lisa](#); [Hudson Teresa](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Anita Chen](#); [Gourley Jennifer](#)
Subject: Re: Uber
Date: 21 January 2014 17:01:00

Correct, and it's just a call. I will just update him re state of play without definitive position.

However we do need to resolve this with some pace - so the meeting on the 28th is key

From: Hendy Peter (TfL) [mailto:PeterHendy@Tfl.gov.uk]
Sent: Tuesday, January 21, 2014 04:57 PM
To: howardcarter@tfl.gov.uk
Cc: Isabel Dedring; leondaniels@tfl.gov.uk; garrettemmerson@tfl.gov.uk; Clarke Andrea (Exc) [redacted]; Taylor Lisa [redacted]; Branks Kirsten [redacted]; Tagg Ella (ST) [redacted]; Anita Chen; Gourley Jennifer [redacted]
Subject: Re: Uber

Thanks.

I'll read it all.

I think Isabel's meeting someone from No 10 who is anxious that Uber are allowed to continue in business; that's ok, I'd say - meeting Uber isn't.

Peter

From: Carter Howard
Sent: Tuesday, January 21, 2014 04:38 PM
To: Hendy Peter (TfL)
Cc: 'Isabel Dedring' <Isabel.Dedring@london.gov.uk>; Carter Howard; Daniels Leon; Emmerson Garrett; Clarke Andrea (Exc); Taylor Lisa; Hudson Teresa; Branks Kirsten; Tagg Ella (ST); 'Anita Chen' <[redacted]>; Gourley Jennifer
Subject: RE: Uber

Peter

[redacted]

[redacted]

[redacted]

[redacted]

[REDACTED]

[REDACTED]

[REDACTED]

Happy to discuss.

Howard

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: 20 January 2014 11:27
To: Hendy Peter (TfL); Carter Howard
Cc: Daniels Leon; Emmerson Garrett; Taylor Lisa; Hudson Teresa; Anita Chen
Subject: RE: Uber

FYI this has now been postponed to Friday which is probably quite handy anyway

From: Isabel Dedring
Sent: 20 January 2014 11:16
To: 'Hendy Peter (TfL)'; howardcarter@tfl.gov.uk
Cc: leondaniels@tfl.gov.uk; garrettemmerson@tfl.gov.uk; Taylor Lisa; [REDACTED]
Subject: RE: Uber

Thanks

I gather there was a major protest in Paris against these kinds of 'disruptive technologies'

My understanding from Garrett is that there is no basis on which we could block guys like Uber (even if we wanted to), but in any case Garrett and I are due to be meeting Daniel Korski tomorrow, Howard, [REDACTED]

From: Hendy Peter (TfL) [<mailto:PeterHendy@Tfl.gov.uk>]
Sent: 20 January 2014 10:26
To: Isabel Dedring; howardcarter@tfl.gov.uk
Cc: leondaniels@tfl.gov.uk; garrettemmerson@tfl.gov.uk; Taylor Lisa; [REDACTED]

Subject: Fw: Uber
Importance: High

See below and attached.

As well as Bob Oddy menacing Leon and me on Thursday, Steve Wright was also in line and had his own fairly unpleasant go about this subject.

He says that we are 'days away' from riots in the streets as Uber are apparently enemy no 1 of the PHV and taxi trades.

You will also, of course, have seen the pressure from Julian Glover of DfT, Daniel Korski of no 10 and Priya Guha and others from the FCO for us to support this company and other 'disruptive car-sharing companies'.

I am copying this to Howard Carter as we need some legal advice. [REDACTED]

[REDACTED]

Peter

From: Steve Wright Personal [[mailto:\[REDACTED\]](#)]
Sent: Monday, January 20, 2014 10:12 AM
To: Hendy Peter (TfL)
Subject: Uber

Sir Peter,

It was good to catch up with you on Thursday at the London Government dinner and thank you for so much of your time.

I had not realised it when we spoke but the lawyers had just hours earlier asked for a formal meeting with you (request attached with 98 Act). Whilst that is asked for, perhaps before that (as discussed on Thursday) I could pop along with Mike Glavin MD of West One Cars to brief you (Mike is on the Platinum Executive Committee of the LPHCA).

This matter is now 'toxic' as in my view (alongside the whole Platinum Executive Committee and wider LPHCA membership) TfL TPH has failed to deal with fundamental breaches of primary regulations, originally notified to Helen and Garrett in August. I have seen the evidence that Uber are doing so and our 'complying members' are fuming.

In my view we are just days away from Isabel, then Boris and Government being alerted by us, with the likelihood of increased (potentially) negative media coverage, as the Standard and the Wall Street Journal are already covering Uber.

Leon is absolutely wrong in my view by thinking Uber have been complying and we are all very concerned they are being 'accommodated' rather than 'regulated'.

Best regards,

Steve

From

Steve Wright

[REDACTED]

Bovingdon
Hemel Hempstead
Herts

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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From: [Isabel Dedring](#)
To: [Andrew Gilligan](#); [Erica Walker](#); [Plowden Ben](#); [Matson Lilli](#); [Emmerson Garrett](#); [Will Walden](#)
Subject: Re: We won an award!
Date: 13 February 2014 20:30:34

Well done everyone

----- Original Message -----

From: Andrew Gilligan
Sent: Thursday, February 13, 2014 07:29 PM
To: Isabel Dedring; Erica Walker; [REDACTED] <[REDACTED]>
xxxxxxxxxxxxxxxx@xxx.xxx.xx; Will Walden
Subject: We won an award!

We just won "Cycling City of the Year" at the Women's Cycling Awards at the London Bike Show. Thank you all very much!

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#)
Subject: RE: Welling Corner Signals Cabinet
Date: 07 May 2014 14:48:26

Oh well done thanks

From: Emmerson Garrett [mailto:xxxxxxxxxxxxxxxx@xxx.xxx.xx]
Sent: 07 May 2014 14:43
To: Isabel Dedring
Subject: FW: Welling Corner Signals Cabinet

See below...Just to confirm that we were indeed in 'friendly and problem solving mode' down in Bexley on Friday! ☺

Garrett

From: Blackmore Iain
Sent: 07 May 2014 13:25
To: Taylor Lisa
Cc: Emmerson Garrett; Skelley Dana (ST)
Subject: FW: Welling Corner Signals Cabinet

Lisa,

Just to confirm what I thought Friday. Our efforts were well received at Bexley.

Regards
Iain Blackmore



From: Sims, Andrew [mailto:]
Sent: 07 May 2014 11:01
To: Blackmore Iain; Tompkin Thomas (ST); Clark Julie (nee Dye)
Cc: Gocke Peter (ST)
Subject: RE: Welling Corner Signals Cabinet

Good morning all,

Very many apologies I haven't contacted you sooner but I just wanted to thank you all for coming in and meeting with Bexley colleagues to discuss the cabinets at Welling.

I received positive feedback from colleagues and furthermore pleased to report that the Councillors and senior management in attendance were pleased with your positive attitude and willingness to work together in resolving this issue.

Formal minutes and actions will be issued shortly.

Regards

Andrew Sims

Asset Management & Contracts Manager

 Engineering Services | London Borough of Bexley | Civic Offices | Bexleyheath | Kent | DA6 7LB



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From: [Isabel Dedring](#)
To: [Daniels Leon](#); [Taylor Lisa](#)
Cc: [Emmerson Garrett](#)
Subject: Re: Year of the bus
Date: 12 March 2014 11:00:51

Many thanks

Just fyi Garrett did a v good job with FPC on roads paper We're getting onto a better footing - slowly but surely!

----- Original Message -----

From: Daniels Leon [<mailto:LeonDaniels@tfl.gov.uk>]
Sent: Wednesday, March 12, 2014 10:58 AM
To: Isabel Dedring; Taylor Lisa <[REDACTED]>
Subject: Re: Year of the bus

Will do!

----- Original Message -----

From: Isabel Dedring [<mailto:Isabel.Dedring@london.gov.uk>]
Sent: Wednesday, March 12, 2014 10:49 AM
To: Daniels Leon; Taylor Lisa
Subject: Year of the bus

Leon

Small point - can you cc me on emails to roisha as all that happens is they get sent to me for advice anyway!

Many thanks

Isabel

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From: [Emmerson Garrett](#)
To: [REDACTED]
Cc: "[Isabel Dedring](#)"; [Bennett Victoria \(ST\)](#); [Emmerson Garrett](#)
Subject: Suburban taxi supply/review
Date: 27 March 2014 15:53:53

Dear [REDACTED]

Thank you for your email which Isabel has asked me to respond directly to.

The Mayor, Isabel and I are aware of the issues facing suburban taxi drivers which is the reason the Mayor asked TfL to undertake a comprehensive review in this area.

The review brought together representatives from each of the suburban areas as well as representatives of driver associations to discuss ideas and initiatives to help improve the situation for suburban drivers. Those suggestions have been collated by TfL and a full public consultation was recently launched which is due to close on Friday 11 April 2014. This is an important issue for the trade and letters were sent to every licensed taxi driver to encourage them to respond to the consultation. Once the consultation has closed TfL will analyse the results before we determine the next steps.

I will be happy to meet with you to discuss any concerns you may have and I would also encourage you to submit a formal response to the consultation on behalf of your membership before the closing date.

I have cc'd my PA Vicki who will help with availability.

Thank you again for writing.

Kind regards

Garrett

Garrett Emmerson
Chief Operating Officer - Surface Transport
Zone R4, 11th Floor, Palestra
197 Blackfriars Road, London
SE1H 8NJ
Phone: [REDACTED]
Email: GarrettEmmerson@tfl.gov.uk



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From: [REDACTED] [[mailto:\[REDACTED\]](#)]
Sent: 26 March 2014 16:20
To: Isabel Dedring
Subject: Suburban taxi supply/review

Dear Isabel

Recently we contacted James Cleverly/ Fiona Grandidge in response to the mayors request for a review of the suburban taxi licensing system and to address the concerns of the drivers.

The consultation process is underway and ends on 11th of April.

We run a suburban taxi drivers Association called the London suburban Taxi Drivers Coalition with a substantial membership. We represent around all suburban areas of London and meet with TFL on a wide range of issues within the taxi trade.

following a presentation we made to James/Fiona they recommended that we contact you and also copy in your assistant Anita Chen with a view to arranging a meeting as soon as possible.

We have been working extremely hard behind the scenes to produce a full and coherent picture of the suburban taxi trade and we feel it is absolutely essential that yourself, Mayor Boris Johnson and any other individuals in your team are aware of the problems that the travelling public face and the solutions which can easily be achieved to the benefit of all.

We therefore politely request a meeting with you as a matter of urgency. The reason for any delay in contacting you has been that we wanted to be in full possession of the facts before meeting you .

A recent programme featuring the mayor stated that the population of London is expected to increase dramatically by up to 100,000 per year. As we are all aware Londoners are far more mobile than they ever have been. In addition there are more and more venues/festivals/clubs being opened.

Unfortunately we have a suburban taxi system that is in need of modernisation.

We have enclosed a copy of our basic presentation in the following e-mail in PDF

in addition we have conducted a suburban- wide survey and as you are the persons representing the vision of London for the future it is essential that we get to grips with this issue.

We look forward to hearing from you

Thank you in anticipation

sincerely [REDACTED] - my e-mail is above

[REDACTED]

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From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Anita Chen](#); [Taylor Lisa](#)
Subject: Thursday morning - private hire mtg
Date: 03 February 2014 13:10:20

Garrett

What are we doing about this meeting??

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From: [Quearney Carol \(ST\)](#) on behalf of [Emmerson Garrett](#)
To: [Carter Howard](#); "[LPHCA](#)"; "[Michael Galvin](#)"; [REDACTED]; [REDACTED]; [Doug Claringbold](#); "[Keith Keen](#)"; "[Patrick Raeburn \(Private Hire Board\)](#)"; "[Liam Griffin](#)"; [Kennedy-Todd Silka](#); [Hayward Siwan](#)
Cc: [McConochie Mark](#); "[Liam Griffin](#)"; "[Isabel Dedring \(isabel.dedring@london.gov.uk\)](#)"
Subject: URGENT Taxi Apps Update - Private Hire
Date: 01 April 2014 18:08:26

Dear all

You'll be aware we are due to be meeting at 9:30 tomorrow morning to discuss the above, following on from previous discussions.

Unfortunately, we have just been advised by the Mayor's Office that the Mayor has requested a personal briefing on this matter and is not content for our discussion to go ahead without this briefing having happened. This briefing is likely to occur later this week but clearly not before our meeting tomorrow morning

This means that we need to once again postpone our meeting. The Mayor has asked that I apologise on his behalf for this inconvenience.

We will be in touch tomorrow to find a new time for as soon as possible.

Kind Regards

Garrett Emmerson

Chief Operating Officer – Surface Transport

11th Floor – Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] • Fax: 020 3054 2002/Ext 82002 • Mobile: [REDACTED]

From: [Isabel Dedring](#)
To: [Emmerson Garrett](#); [Katherine McKinlay](#); [Aldworth Nick](#); [Verma Shashi](#); [Craig Graeme](#); [Anita Chen](#); [Kennedy-Todd Silke](#); [Fairholme Nick](#); [Erica Walker](#)
Cc: [Tim Steer](#); [Andrew Gilligan](#)
Subject: Urgent: BCH discussion Thursday
Date: 07 April 2014 11:54:07

Team - Given there has been some confusion on this to date, I thought it would be helpful to set out what in my view is needed for our discussion on Thurs. Any questions pls ring me directly. If we can see the agenda and materials beforehand that would be very helpful.

1. Materials need to be split into

-2014-2017 plan

-2017 onwards plan

2. For 2014-2017, pls include:

-clarity on what the revised funding is for BCH over this period in particular for the 10 point plan and intensification

-what are we projecting in terms of trip levels and where are these trips going to come from ie breakdown between casuals and members and why, breakdown between different customer segments and why, breakdown by time of day: ie where will the growth be coming from. This then needs to be set as a target.

-what is our pricing strategy (ie what fares, any linkages to other products ie discounts for Travelcard holders or whatever) to drive these trips and therefore what revenue is expected

-what we expect to happen to the cost base

-should NOT focus on out/in-sourcing question or on technology, except to the extent that it answers the questions above

3. For 2017 onwards

-what are the high level actions for now and what is the overall high level direction, don't need to know too much more

4. Also pls add 2 timetables

-high level through 2017

-in particular for this year incl esp what Board approvals are needed when so we know by when we need answers to these questions

5. One page explaining who's involved across the business in pulling this together. My understanding is that Garrett will be bringing it all together, with everyone else in support, with Silke as his representative on earth

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