



Transport for London

Provisional Taxi and Private Hire Strategy 2015

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INTRODUCTION

London's taxis are the envy of the world. They are a vital part of the Capital's integrated transport system and play an essential role in keeping our city working and growing.

The basis of the existing taxi licensing regime was introduced in the mid-nineteenth century and has grown, alongside the distinctive vehicles used, to provide a crucial service for passengers often operating at times and places where other public transport modes are unavailable. Crucially, taxis are fully accessible to wheelchair users and provide an important additional travel option for passengers who have disabilities where other transport options might not be available.

Private Hire Vehicles (PHVs) were introduced in the 1960s and cater for the growing demand for pre-booked and suburban journeys. Regulation and licensing of private hire services began in the early 2000s. The private hire industry is diverse, offering traditional minicab services as well as chauffeur and executive and specialist vehicle services.

Together, taxis and private hire form the two-tier system which has co-existed in London for the past five decades. This has benefited the travelling public by offering greater choice and has ensured customer safety. The two tiers of the system are distinct due to the types of services each trade provides, the geographical markets they cover and the targeted customer journeys they cater for.

Both taxis and private hire vehicles therefore play a vital role in our city's transport network. New technology is continually changing the way the industry is able to operate and improving customer service, however, this brings its own set of challenges. The increase in popularity of app-based operators has seen a corresponding surge in the number of licensed private hire drivers and vehicles in our Capital. The Mayor and TfL are concerned that this unprecedented rise in numbers is causing increased congestion, particularly in central London, as well as more pollution and problems of illegal parking. The Mayor is pressing Government for primary legislation to enable TfL to limit the number of minicab drivers.

Both the Mayor and TfL are committed to maintaining the clear distinction between the two types of service and further improving the quality, safety, accessibility and overall standard of taxi and private hire vehicle provision in London.

CHAPTER 1:

TfL'S ROLE AND VISION FOR TAXI & PRIVATE HIRE SERVICES IN LONDON

Legislative Context

Licensing was first introduced for London taxis in the 1700s. The basis of the current licensing regime was introduced in the mid-1900s and TfL complies with a significant number of Acts of Parliament and secondary legislation in its role as industry regulator. These include the London Hackney Carriage(s) Acts of 1831, 1843, 1850 and 1853, through to the London Cab Orders from 1934 and the TfL Act 2008. The Private Hire industry operates under a licensing regime introduced in the Private Hire Vehicles (London) Act 1998 and associated regulations between 2000 and 2011.

TfL's Role

TfL took over responsibility for taxi licensing from the Metropolitan Police when it was formed in 2000 and for private hire licensing when the 1998 legislation was implemented. Its role today is fourfold:

1. As **Strategic Transport Authority** for London, it is responsible for implementing the Mayor Transport Strategy which sets the Mayor's aspirations and vision for all transport modes in London, including taxi and private hire services.
2. **As Industry Regulator**, its role is to protect the consumer, setting policy for the provision of taxi and private hire services within the above primary legislation. For taxi services, it also responsible for setting regulated taxi fares and appointing taxi ranks across London - working with London boroughs as appropriate on local roads. Specifically in relation to Private Hire services, it makes the secondary legislation (Regulations) within which the industry operates.
3. As **Licensing Authority**, it sets the requirements for, and licenses, all taxi and private hire vehicles, drivers and operators in London. It also sets the fees for these services to recover its costs.
4. As an **Enforcement Authority**, working closely with the Metropolitan and City of London Police forces, it is responsible for ensuring industry compliance with taxi and private hire primary legislation, regulations and policy requirements.

In doing this, TfL also engages with many other licensing authorities and regulators across the country (and around the world) to share and learn best practice. TfL has recently been elected to the Board of Directors for the International Association of Transportation Regulators which said: “*Transport for London (TfL) has been at the forefront of innovation and technology in its vehicle for-hire licensing for many years*”.

The Regulatory Challenge of a Changing Industry

The operating landscape of the taxi and private hire industry is always changing, from horse-drawn carriages to the automobile, and more recently the introduction of low emission vehicles and mobile technology. In particular, smartphone apps have changed the face of the industry in the last few years.

There are a range of apps that have been developed for smartphone users that allow customers of private hire services to make a request for a vehicle, book a journey, or compare prices between different companies prior to determining which best suits their needs at the time. The taxi trade is also adapting to new technology as is demonstrated by the significant proportion of drivers signed up to taxi based apps, such as Hailo or Gett, which were introduced in London for taxi passengers from 2011.

Whilst still complying with existing pre-booking requirements and offering significant customer benefits, the advent of new app-based technology for private hire vehicles, and its ability to provide near instantaneous virtual or ‘ehailing’ facilities, has significantly blurred the distinction between the existing two tiers that were envisaged when the legislative framework was written. There has also been a significant growth in private hire drivers and vehicles, particularly in the past year, leading to concerns regarding increased congestion in the Capital as well as emissions and parking issues.

The Mayor and TfL’s Vision for Taxi & Private Hire Services in London

While it is ultimately a customer’s choice which service to use, it is vital that in such a regulated market, regulations and policy keep pace within technology development to allow fair competition across the two industries.

The Mayor and TfL’s vision for taxis is to maintain the international ‘gold standard’ service that customers have come to rely on, and to enhance this through a consistent, customer focussed standard of service delivered by drivers.

Through the development of the next generation of taxis, vehicles will be environmentally clean and modern, suitable for passenger needs, and will retain or enhance accessibility features to ensure a safe, smooth and comfortable ride.

Our vision is therefore for a **taxi service** which has:

- Instantly available and licensed vehicles that can either be hailed on-street, boarded at a taxi rank or pre-booked
- Fares that remain regulated to protect passengers
- The existing Conditions of Fitness (CoF) retained which specify all taxis must be wheelchair accessible with features to suit the diverse needs of passengers
- The ability to quickly navigate around London's complex road network thanks to the unique and essential Knowledge of London

The Mayor and TfL's vision for private hire services is to maintain and develop the standard of service customers have come to rely on and enhance this through a consistent, customer focussed standard of service delivered by drivers and operators.

Environmentally clean and modern vehicles will be suitable for passenger needs on a pre-booked basis and developments in mobile communications will make accessing such services easier than ever.

Our vision is therefore for a **Private Hire service** which has:

- A clearly defined pre-booking requisite to allow drivers time to plan their route
- A choice of operators in order that customers can book the service that best suits their individual needs
- Fares that are determined by the market to encourage competition or reflect the value of the service provided - but that are clearly specified to the customer before the commencement of their journey

TfL is looking to more clearly define the regulatory framework under which the Private Hire industry operates to ensure the highest possible standards of customer service and public safety are maintained going forwards. It is aiming to achieve this through a number of measures, most significantly a thorough review of its existing private hire regulations. A deliberately wide-ranging consultation took place in spring 2015 and a follow up detailed consultation on new draft regulations will be launched in autumn 2015. Chapter 3 contains detail on the proposed regulatory changes.

Our **overall vision** is therefore for a modern and sustainable two tier industry which remains a world class, safe and integrated part of London's public transport network with the best possible standards of:

- Safety
 - Visible **Compliance and Enforcement** activities, including addressing illegal activities and retaining auditable records
- Customer Service
 - Including **effective Customer Engagement** and improved promotion of the trades
 - Services **Integrated** into the wider public transport network, with high quality facilities including taxi ranks
- Driver and operator professionalism
 - An industry **Deserving of Confidence** with professional and honest drivers and operators providing quality services with simple predictable fares
 - Modern industry **Licensing and Regulations**, including insurance, driver and vehicle requirements and standards
- Vehicle Standards
 - Customer, driver and vehicle technology for economically and environmentally **Sustainable Journeys**
 - **Safe, Accessible and Identifiable services** available to everyone, including wheelchair and guide dog users

The Environment

To protect human health, the European Union has set legal limits for concentrations of pollutants in outdoor air, including particulate matter (PM10 and PM2.5) and nitrogen dioxide (NO₂). These apply to London and the UK as whole. London's air quality has improved significantly in recent years. However, London is currently in breach of legal limits for NO₂.

In response to this challenge, the Mayor announced in March 2015 the introduction of the world's first Ultra Low Emission Zone (ULEZ) to operate in London from September 2020¹. The ULEZ will operate 24 hours a day, 7 days a week in the same area as the current Congestion Charge zone (CCZ). All cars, motorcycles, vans, minibuses, buses, coaches and heavy goods vehicles will need to meet exhaust emission standards or pay an additional daily charge to travel within the zone. PHVs will need to meet the ULEZ emissions standards, although taxis will be exempt as we mandate a new generation of cleaner and greener taxi vehicles.

¹ <https://consultations.tfl.gov.uk/environment/ulez-2>

The ULEZ will significantly improve air quality and help to protect the health of Londoners by reducing exhaust emissions of NO_x (oxides of nitrogen) and particulate matter, making central London a more pleasant place to live, work and visit.

There is a need to address emissions from taxis and PHVs given they make a significant contribution to London's pollutant emissions: taxis are forecast to contribute 18% of NO_x emissions in central London and PHVs 4% (2020). As part of the ULEZ, the Mayor has proposed changes to the taxi and PHV licensing requirements to reduce emissions from these fleets and increase the number of taxis and PHVs capable of operating with zero emissions.

CHAPTER 2: THE FUTURE OF TAXI SERVICES

London's taxi drivers cater for around 70 million² passenger journeys every year. London's taxi service therefore remains as important to London now as it was when it was first introduced in the 1600s. There are currently around 25,000 licensed taxis drivers and 22,000 licensed taxi vehicles in London.

Taxi vehicles are purpose built to meet TfL's *London Taxi Conditions of Fitness*. These include the requirement for vehicles to be wheelchair accessible and have a 25 foot turning circle.

Fares are regulated by TfL and are the maximum a driver can charge for a journey - although they may accept less than the metered fare.

All taxi drivers are obliged to accept journeys from a street hail or a rank to a destination of up to 12 miles or up to one hour away - or 20 miles starting from Heathrow.

'The Knowledge' and Taxi Driver Training

All taxi driver applicants must undergo the Knowledge of London (KoL) which is administered by TfL. It is the most advanced and prestigious taxi driver test in the world. Initiated in 1865, the KoL involves applicants having to memorise 25,000 streets and 100,000 points within a six mile radius of Charing Cross station prior to becoming licensed. It is a formidable undertaking, requiring years of study and dedication and is integral to why the London taxi trade is widely viewed as the best in the world.

The Mayor and TfL firmly believe the KoL remains appropriate in today's modern society. TfL will continue to deliver this using its in-house team of Knowledge examiners, drawn directly from the ranks of licensed London taxi drivers themselves.

Taxi Characteristics:

- Can ply for hire and be hailed on-street or from a taxi rank across London
- Can be pre-booked through a radio circuit (Dial a Cab, Radio Taxis or ComCab) or smartphone app (Hailo or Gett)
- Fares regulated and set by TfL
- Fares are calculated by meter (taximeter)
- Vehicles are all wheelchair accessible with additional accessibility features
- Vehicles subject to specific taxi conditions of fitness, including 25ft turning circle
- Vehicles are subject to an age limit of 15 years

² Taxi and Private Hire Driver Diary Survey, GfK NOP, 2009

Taxi vehicles

Every taxi licensed for use in London must comply with the London Taxi Conditions of Fitness (CoF) to ensure the taxi is fit for public service and conforms to legislative requirements and guidance set out by the Department for Transport.

It is both the Mayor's and TfL's firm view that they remain relevant for London for a number of key reasons including:

- The wheelchair accessibility requirement which is vital for wheelchair users that may otherwise not be able to travel around London.
- A range of other accessibility features to benefit disabled and elderly passengers including an induction hearing loop, high visibility grab handles and minimum vehicle dimensions that enable safe access.
- A separate passenger compartment with a full partition to provide a greater degree of safety, comfort and convenience for passengers.
- The turning circle requirement which allows taxis to turn within a 25 foot radius. This requirement reduces congestion on London's road network which, in parts, retains its narrow streets designed in medieval times. Furthermore, London has 40 per cent more traffic than any other UK city making this a very necessary requirement, as it reduces unnecessary mileage and benefits other road users by reducing the need for three point turns. It is also essential to ensure all of London's taxis can access the existing network of taxi ranks, including ranks with restricted access such as outside the Savoy hotel.

To support the Taxi trade to reduce their emissions, TfL consulted on changes to the licensing requirements as part of the ULEZ package. The consultation ran from 1 July – 25 August 2015, and a decision is expected in the autumn. Information about the consultation is on TfL's website at:

<https://consultations.tfl.gov.uk/environment/ulez-2>.

The ULEZ will affect both taxi and private hire vehicles, and the Mayor has set a challenging target for all newly licensed taxis to be zero emissions capable from 1 January 2018. The Mayor and TfL have been working closely with a number of taxi vehicle manufacturers to ensure the development of the next generation of 'zero emission capable' London taxis, and these vehicles will have to:

- Emit less than 50g/km CO₂ with a minimum 30 mile zero emission range
- If utilising an internal combustion engine as a range extender generator, be petrol fuelled and meet the relevant current European emissions standard

Five prototypes from one manufacturer are already on the road in London gathering valuable test data and feedback from drivers and passengers. Designs are being developed by two other manufacturers, and prototypes will soon be ready to start their road trials. Each of the manufacturers has approached these projects with the driver and passenger in mind, and will include modern technology within the vehicle to further enhance the customer experience.

Charging infrastructure

TfL plans to create a network of 150 rapid charge points across London by 2018 to support the significant uptake of ZEC vehicles by the commercial sector, including taxis and PHVs. This may include charge points at taxi ranks, subject to further consideration.

This is in addition to the delivery of 7,000 publically accessible charge points in BluePointLondon's Source London network and Chargemaster's POLAR network. Rapid charging will maximise the opportunities for ZEC vehicles to operate in electric mode as a 15 minute charge could provide around a 40 mile zero emission range.

Taxi Ranks

Over a third of all London taxi journeys originate from approximately 500 taxi ranks at locations across London such as hotels, train stations and busy night spots. In suburban areas, the majority of taxi journeys originate from a rank rather than through street hails³.

As well as helping to manage the supply of taxis at busy locations, ranks also help reduce congestion and vehicle emissions by limiting the time drivers spend on the road while waiting to be hired. Considering the importance of taxi ranks, the Mayor made a commitment to improve ranks across London and so TfL has developed a *Ranks Action Plan* that outlines the steps to achieve this. The plan can be viewed on the TfL website at: <https://tfl.gov.uk/cdn/static/cms/documents/tfl-ranks-action-plan.pdf>.

The Ranks Action Plan also seeks to implement an additional 100 taxi ranks across London by 2020 – an increase of 20 per cent. This plan is supported with a dedicated budget of £600,000, and the actions outlined below describe the steps we will take in the coming years, in partnership with other stakeholders, to achieve this target:

- Taxi ranks review: A comprehensive review of all ranks to identify improvements and where new ranks are needed
- New ranks and schemes: Working with the taxi trade to identify priority locations for new taxi ranks

³ Taxi and Private Hire Driver Diary Survey, GfK NOP, 2009

- Updated policy and guidance: A review of all policy and guidance documents for taxi ranks in consultation with the taxi trade
- Supporting the night time economy: Identifying further suitable locations for late-night taxi ranks including at Night Tube stations
- Enforcement: Regular targeted enforcement at taxi ranks where problems of misuse are reported
- Engagement and support: Regular forums to discuss taxi rank issues, email alerts, making taxi rank data available for use on maps and by external app developers

Maintaining a 100% accessible taxi fleet to meet the diverse needs of customers is vital in London. To support the Ranks Action Plan and maximise the fully accessible nature of taxis, we will work to ensure that all new taxi ranks are fully accessible for all users, including passengers who require wheelchairs or assistance dogs. In addition, we will undertake research and produce accessibility criteria which all ranks should aim to meet, and assess all ranks by the spring of 2016 against these criteria to ensure we have a clear vision towards maximizing accessibility across the taxi rank network. We will set a reaching accessibility target as we have done for bus stops.

Improving Customer Experience

We believe it is important to ensure a consistent level of service in all taxis licensed in London, and that these services should be enhanced to keep pace with modern technology and ensure value for money and a fair deal for passengers and drivers. The following steps will help to achieve this:

- Cashless payments: A survey conducted in 2013/14 indicated that an overwhelming majority of 83 per cent of taxi passengers said they should be able to pay by credit / debit card for their journey. Card payments are not currently mandated by TfL, however, over 50 per cent of drivers already offer this service.

TfL has recently conducted a consultation on whether to mandate card acceptance in all taxis. Responses to this consultation were broadly in favour and TfL is now considering how best to implement this and in what timescales so a recommendation can be made to the TfL Board with next steps.

- Taxi fare review: TfL sets the maximum charges that may be charged by Taxi drivers, and these are the fares displayed on the taximeter in each vehicle. These fares are reviewed annually with any changes approved by the TfL Board. Fares are calculated using a cost index model implemented in 1981 which looks at the various costs associated with being a taxi driver

(e.g. fuel, insurance, parts, etc.) and the change in these since the previous fares review. The review normally involves pre-consultation meetings with the main taxi trade associations, a full public consultation around October, and then any changes coming into effect in April.

A series of meetings has been held with the main taxi trade associations, taxi app providers and the three taxi radio circuits to discuss the current taxi fares and tariffs, and any proposals they may have. A public consultation will be launched in autumn 2015 to consider the views of taxi passengers as well as individual drivers.

- Customer information: TfL provides a range of information for the public about taxi services, most of which is already available on its website including:
 - Information about safety and security
 - Information on taxi fares and how these are calculated
 - A list of all TfL appointed taxi ranks
 - How to complain or commend a journey in a taxi
 - How to report offences

However, not all of this information is easy to find on the current website. TfL will review this information to ensure it reaches the widest possible audience.

TfL also requires that the following information is provided within taxi cabs:

- The latest taxi fares card
- The vehicle licence plate
- The driver's licence ('badge') number - displayed on identifiers in the front and rear windscreens
- The drivers license area - colour coded badge identifiers
- Details of how to complain
- Information about safely loading and securing wheelchairs

TfL will review the information that is available to passengers to make it easier to understand how they can safely use taxi services and check a driver's licence.

- Customer satisfaction: Customer satisfaction is reviewed annually through a survey conducted on TfL's behalf. The survey conducted in October 2014 showed an overall customer satisfaction rating of 83 out of 100⁴, which is consistent with previous years. TfL will seek to use the information gathered in the survey to inform future policy to further drive up customer satisfaction.

Suburban Action Plan

Whilst most taxi drivers complete the full Knowledge, a small proportion choose to undertake a shorter Suburban Knowledge covering one (or more) of 9 suburban sectors of London. These drivers are known as *yellow badge* drivers - as opposed to *green badge* drivers who have completed the full Knowledge exam.

As London's population continues to grow over the next few decades, demand for taxi services in the suburbs is likely to increase. To meet the needs of a growing population, TfL conducted a suburban review between 2012 and 2014 with representatives of the taxi trade and some of the 3,500 suburban drivers who work across one or more of the nine suburban sectors.

Following this review, TfL published a *Suburban Action Plan* in 2015 outlining how we will support suburban taxi drivers. A summary of the commitments include:

- TfL will work with local authorities to increase the number of ranks, particularly at priority suburban locations such as along the Night Tube network, where demand for taxis is expected to increase.
- TfL will establish a suburban drivers' forum to listen to the concerns of drivers.
- TfL will publish guidance on the criteria used to determine whether a taxi rank location in an All London area is suitable for being appointed as an 'island rank', allowing access to this rank for suburban drivers from the nearest sector. This guidance was published in August 2015.
- TfL will undertake a supply and demand survey for taxi services including those in suburban sectors. This will help inform future policy.

⁴ Taxi and minicab passenger Customer Satisfaction Survey, TNS, 2014/15

Supporting the Development of the Trade

TfL is supporting the development of the taxi trade through a range of other activities including:

- Night Tube: TfL is working to deliver new taxi ranks and improvements to existing ranks at Night Tube stations in suburban areas where demand for taxis is expected to increase following the introduction of a weekend 24 hour tube service.
- Driver facilities: TfL will work with local authorities and taxi trade representatives to identify facilities to help support drivers when working, including access to toilets with appropriate parking facilities across London.
- Supply and demand survey: In autumn 2015, TfL will undertake a comprehensive supply and demand survey for taxi and private hire services across London. The will help understand current met and unmet demand for taxi and private hire services, and identify areas of potential demand. It will also help establish the key factors that stimulate or suppress supply and demand for services.
- Driver diary survey: Linked with the supply and demand survey, TfL will also carry out a 'Driver Diary' study (last completed in 2009) to assess the market size of taxi and private hire services in London and provide data on a number of areas including typical journey lengths, fares, distances and driver working patterns. Previous studies involved drivers keeping paper records, but TfL is exploring the use of apps to record this information (aggregated) to provide more reliable information.
- Social Needs Transport Review: Greater use of taxi and private hire services to fulfil social needs transport services.
- Taxi top advertising: Since December 2014, TfL has permitted the use of digital illuminated advertising technology installed on the roofs of up to 1,000 London taxis (taxi top advertising) following extensive development work and road trials.
- Advertising: Providing they meet published advertising guidelines, taxis are permitted to display adverts on the bodywork and rear windscreen of their taxis as well as on tip-up seats within the passenger compartment. This is an additional income revenue stream for vehicle owners and has proved popular with the trade.

CHAPTER 3: THE FUTURE OF PRIVATE HIRE SERVICES

Private Hire services are provided through licensed Private Hire operators, of which there are around 3,000 in London. Bookings must be undertaken by a licensed private hire driver in a licensed private hire vehicle.

Traditional minicab services exist all over London and remain prevalent in suburban areas. They provide local communities with vital door-to-door transportation services, for example, visits to local shops, hospitals and entertainment venues. Chauffeur and executive services are also long established in London using high end vehicles to provide transport for London's business and leisure industry.

There are currently around 86,500 licensed private hire drivers and 69,000 licensed private hire vehicles in London. Approximately 3,000 of these vehicles are specially adapted wheelchair accessible vehicles.

Private Hire Characteristics:

- All journeys must be pre-booked through a licensed private hire operator
- All bookings must be taken at a licensed operator premises
- Cannot ply for hire or use taxi ranks
- Fares are unregulated, although fares are typically distance based
- Wide range of vehicles available, including minicabs, chauffeur and executive cars, limousines
- Must not call themselves 'taxis' or 'cabs'
- Subject to a 10 year age limit and a 5 year new to licensing rule

Private Hire Drivers

Prior to becoming licensed, all applicants must complete a topographical skills assessment to demonstrate their map reading skills. The adequacy of the current requirements and the gap in standard between this test and the standards required to complete the Knowledge and become a taxi driver, has been the subject of debate in recent times.

TfL intends to significantly enhance the content, management and delivery of the PHV Topographical Skills Assessment (TSA), including invigilation by TfL from autumn 2015 using directly employed TfL staff visiting a core of existing topographical assessment centres. The new test will be delivered in three parts including:

1. A map reading test delivered through a computer package
2. Demonstrating the ability to navigate to and from key points in London
3. Demonstrating a working knowledge of private hire regulations

The Mayor has also made it clear that he supports an English Language test added to the requirements to become a Private Hire Driver, which TfL intends to bring in as part of its current Regulations Review. In the meantime, the English language skills of all applicants will be assessed through the verbal and written communication with TfL staff as part of the topographical test.

Private Hire Vehicles

Cleaner, greener vehicles: To support the Private Hire trade to reduce their emissions, TfL consulted on changes to the licensing requirements as part of the ULEZ package. The consultation ran from 1 July – 25 August 2015, and a decision is expected in the autumn. Information about the consultation is on TfL's website at: <https://consultations.tfl.gov.uk/environment/ulez-2>.

Private Hire Regulations Review

Under the 1998 Act, TfL can make and amend regulations on private hire services. Due to a number of developments within the private hire industry including advancements in technology and changes to how people engage with private hire services, we are reviewing the current regulations that govern the licensing of private hire operators, drivers and vehicles.

This review of regulations includes two public consultations, the first of which closed on 19 June 2015. Almost 4,000 responses were received to the nineteen proposals set out by TfL following discussions with the private hire and taxi trades. The proposals were deliberately wide-ranging to encourage open responses with suggestions and ideas.

TfL has analysed the responses and prepared a second consultation which will be undertaken in autumn 2015. This consultation contains a more detailed set of proposals for consideration by the private hire and taxi trades and passenger groups. Alongside the consultation, TfL is commissioning a number of passenger focus groups to gain views from passengers that directly engage private hire services to determine the impact of the proposals. The principal aim of the review is to improve passenger safety, and key proposals include:

- PHV Operators
 - Must record the specific destination and pick-up location of the passenger at the time of accepting the booking
 - Must have the capability of accepting pre-bookings at least seven (7) days in advance
 - Must have a fixed landline which is operational and resourced to cope with customer demand at all times while bookings are being taken
 - Must provide a booking confirmation to the passenger containing details of the driver photo ID and vehicle details

- Booking confirmation must be provided to the passenger at least five (5) minutes before the journey commences
 - Must not show vehicles available for hire either visibly or virtually via an app, or permit other apps to show this information
 - Must provide a specified fare to the passenger prior to the booking being accepted
 - Must upload details of all drivers and vehicles to TfL's database regularly
- PHV Drivers
 - Must provide evidence of a professional qualification to demonstrate English language skills
 - Will only be permitted to work for one operator at a time
- PHV Vehicles
 - Where a licensed driver has their drivers licence revoked, and that driver is the owner of a licensed vehicle, then we will also revoke the vehicle licence.
- Insurance requirements

TfL is consulting on a range of different proposals relating to Hire and Reward insurance:

 - Hire and Reward insurance must be in place during the annual vehicle licensing inspection and for the duration of the vehicle licence
 - A copy of the Hire and Reward insurance must be displayed / carried in the vehicle at all times
 - PHV operators must have a fleet Hire and Reward insurance policy covering all vehicles undertaking bookings for them
 - PHV operators must have contingency fleet insurance in place at all times

The consultation will close in December 2015, and responses will be analysed alongside feedback from tailored customer focus groups prior to any decision being made on which new regulations to introduce.

Once the outcome of the consultation is known, TfL will begin implementing new regulations and policy from early 2016.

Private Hire Vehicle Signage trial

Currently private hire vehicles licensed by TfL are required to display a licence identifier on the front and rear windscreens and may display additional signage, which shows the TfL roundel and a 'pre-booked only' message, to identify PHVs stopping to drop off / pick up passengers on TfL's red routes. This signage for private hire vehicles has been in place for many years and the private hire trade has, for some time, proposed that vehicle signage should be updated.

Following discussions with the DfT and DVLA, TfL is trialing new signage that will be a holographic sticker affixed next to the front and rear Vehicle Registration Mark (VRM). This will include up to 5,000 vehicles for six months to assess customer interactions with this new simplified signage. As the existing regulations do not permit this to be incorporated onto the VRM, anti-counterfeiting measures will include a hologram overlay featuring the TfL roundel, the VRM and the expiry date in order to demonstrate that the signage is legitimate.

Should the trial prove successful, we will seek to permanently change The Road Vehicles (Display of Registration Marks) Regulations 2001 so the signage could be incorporated directly onto the VRM as part of a permanent solution..

Improving the Customer Experience

We believe it is important to ensure a consistent level of service for all private hire journeys in London and that these services should be safe and secure to access with clear information available. We are exploring improving this in the following areas:

- **Customer information:** TfL provides a range of information to the public about private hire services, most of which is already available on our website including information on:
 - Safety and security
 - Cabwise – a dedicated TfL app to find local private hire operators
 - How to report offences

However, not all of this information is easy to find on the current website. TfL will undertake a review of the information it provides to passengers to ensure they can understand how to use taxi and private hire services safely.

- **Customer satisfaction:** Customer satisfaction is reviewed annually through a survey conducted on TfL's behalf. The survey conducted in October 2014 showed a customer satisfaction rating of 80%⁵ which is consistent with

⁵ Taxi and minicab passenger Customer Satisfaction Survey, TNS, 2014/15

previous years. TfL will seek to use the information gathered in the survey to inform future policy to further drive up customer satisfaction.

- **Customer Complaints:** TfL will take a greater role in the oversight and management of private hire complaints. As an interim step, from autumn 2015, private hire operators will be required to provide information to TfL regarding the volume of complaints received and a breakdown of those complaints relating to driver behaviour / vehicle standards including details of any investigation undertaken by the operator and the outcome. TfL will then establish a role akin to an Ombudsman for private hire complaints, in common with other regulators, providing a fair and independent complaints process for customers not satisfied with private hire services.

Supporting the Development of the Trade

TfL is supporting the development of the private hire trade through a range of other activities including:

- **Driver facilities:** TfL will work with local authorities and private hire trade representatives to identify facilities to help support drivers when working, including access to toilets with appropriate parking facilities across London.
- **Supply and demand survey:** In autumn 2015, TfL will undertake a comprehensive supply and demand survey for taxi and minicab services across London. This will help understand current met and unmet demand for taxi and private hire services and identify areas of potential demand. It will also help establish the key factors that stimulate or suppress supply and demand for services.
- **Driver diary survey:** Linked with the supply and demand survey TfL will also carry out a 'Driver Diary' study (last completed in 2009) to assess the market size of taxi and private hire services and provide data on a number of areas including typical journey lengths, fares, distances, and driver working patterns.
- **Social Needs Transport Review:** Greater use of taxi and private hire services to fulfil social needs transport services.

CHAPTER 4: IMPROVING DRIVER, VEHICLE & OPERATOR LICENSING SERVICES

TfL is committed to improving the licensing services it offers to drivers, vehicle owners, operators and trade organisations.

Licensing Process Improvements

TfL will continue to make the licensing process easier and quicker for licensees. Recent developments include:

- Counter service: A face-to-face counter service which was introduced as a direct result of requests from the taxi and private hire trades. The appointment-based service is principally for drivers or operators who need help applying and is situated in Chancel Street, SE1.
- Online application service: An online application service for taxi and private hire licensees which will help to make applications quicker and easier to complete. Further details can be found at <https://tph.tfl.gov.uk/TfL/home.page>.

We will also continue to review the application process including whether to mandate use of the Disclosure and Barring Service (DBS) Update Service. This would benefit drivers as, in the majority of cases, they would no longer have to wait for the results of the DBS check upon renewal of their licence. It would also benefit passengers as criminal records checks could be carried out annually, further improving the safety and security.

Website information

TfL is conducting a review of the content on the taxi and private hire pages of the website to further enhance the information available to licensees.

Taxi and Private Hire Engagement

We recognise the important role associations representing licensed taxi drivers, private hire drivers and private hire operators provide to their members, TfL itself and ultimately to our shared customers. In order to meet the demands of delivering the services for which it is responsible for, and in order to maintain a good level of engagement with drivers and operators, TfL will continue to adopt its current engagement policy with recognised associations.

The Mayor and TfL's structured engagement comprises of:

- Cabbies Cabinet with the Licensed Taxi Drivers Association, London Cab Drivers' Club and Unite the Union to discuss matters of importance
- Regular meetings between the Deputy Mayor for Transport and Private Hire operators, the Licensed Private Hire Car Association, the Private Hire Board and the Chauffeur and Executive Association to discuss matters of importance
- Terms of Reference Group with the Deputy Mayor and members from both trades to discuss regulatory and future strategy matters
- Taxi Licensing, Compliance and Enforcement meetings to discuss operational matters (LTDA, LCDC and Unite)
- Private Hire Licensing, Compliance and Enforcement meetings to discuss operational matters (LPHCA, General, Municipal, Boilermakers and Allied Trade Union [GMB], Private Hire Board and members, the Chauffeur and Executive Association)
- The new Suburban Taxi Driver Forum

Driver training and development

We also want to further enhance the role of taxi and private hire drivers by offering them training and possible qualifications commensurate with this. This will help to ensure a consistent level of service across the entire industry. We envisage some of this training will be mandatory, with other aspects voluntary. Mandatory training will include disability awareness training.

Other training offered will be voluntary but will enhance drivers' skills in dealing with their customers and potentially leading to a future BTEC Qualification, similar to the current bus driver qualification. Voluntary modules could include:

- Cycle Safety Awareness
- Health and Safety
- First Aid
- An overview of taxi legislation
- Customer care
- Network developments (e.g. road works, large coordinated events)
- Running a small business
- Developments in the industry

Driver Information

Current and future initiatives include:

- 'On Route' magazine: A new bi-monthly e-magazine containing useful and topical information for licensees
- Weekly travel email: Providing current information regarding roadworks and events as well as important licensing information, links to taxi and private hire notices, and consultations of interest to the trades
- Social Media: @TfLTPH is a responsive twitter feed, answering driver questions and allowing them to report illegal activity or compliance concerns
- Communications focal-point: A new Taxi and Private Hire Senior Relationship Manager has been appointed to act as a single point of contact to ensure the taxi and private hire representatives' views are heard within TfL
- A Future 'Big Black Book': TfL is looking to develop a taxi equivalent of the bus drivers' 'Big Red Book' as an information manual for taxi and private hire drivers

CHAPTER 5: IMPROVING ENFORCEMENT AND COMPLIANCE

Through our enforcement and compliance activity – whether that be through our own direct activities or through our partnership with the police – TfL aims to:

- Improve passenger safety
- Tackle the illegal cab trade
- Drive up the standards of compliance across the licensed trade
- Support the licensed and law-abiding taxi and private hire trades so they can operate effectively and deliver a high quality service to customers

Our approach to achieving compliance and undermining illegal cab activity through enforcement and compliance action is intelligence-led and focuses on issues that pose the greatest safety risk to the travelling public. Activities span prevention, essential routine compliance, deterrence, disruption, detection, investigation and prosecution. As the taxi and private hire industry grows alongside the Capital, TfL will continue to seek to meet the challenges this brings. In 2008, the Cab Enforcement Unit (CEU), composed of Met Police and City of London officers, was doubled to 68 officers and TfL will double the number of dedicated Taxi and Private Hire Compliance Officers from a baseline of 41 in January 2015 to 82 in early 2016.

We have also put measures in place to ensure that illegal cab issues are given greater attention from officers across the recently established 2,300 strong Roads Transport Police Command (RTPC). The creation of the RTPC brings with it the opportunity to significantly increase cab enforcement activity by mobilising hundreds of officers to focus on priority issues such as touting and cab-related sexual offences. Cab enforcement is now a shared priority for all officers in the RTPC as well as the dedicated CEU.

The RTPC also runs major operations throughout the year which focus on cab enforcement, for example, during September and December, when there has historically been a peak in cab-related sexual offences, over 400 officers are mobilized on Operation Safer Travel at Night (STaN). Activities include delivering prevention messages through engagement with the travelling public and tackling touting and cab-related sexual offences.

Current priorities include:

- Cab-related sexual offences: There were over 140 reports of cab related sexual offences made in 2014/15. Victims were predominantly young females aged between 18 and 27, alone in the vehicle with the driver, and often on a night out. In most cases, the journey started in the central London and the journey was unbooked.
- Touting / plying for hire: Touting is the offence of soliciting a person in a public place to hire a vehicle for use as a passenger. It is an offence under the Criminal Justice and Public Order Act 1994. Plying for hire is not as straight forward as there is no comprehensive or authoritative definition. The elements of the offence are that the vehicle must be on view and available for immediate hire which can be evidenced where the vehicle owner or driver explicitly or implicitly invite the public to use that vehicle. Both pose a serious risk to the travelling public. These vehicles are unregulated and uninsured for the purposes of carrying passengers, and present an economic threat to the licensed trade by intercepting their customers and representing unfair and unsustainable competition.
- Unlicensed drivers and illegal trading: The growth in forgery of taxi identifiers and badges, as well as the fraudulent impersonation of licensed drivers, presents a serious risk to public safety. It also takes business away from the licensed, law-abiding trade and has the potential to damage the world class reputation of taxis and of PHVs.
- On-street driver and vehicle compliance: On-street compliance checks are vital to deter unlawful activity and provide visible reassurance to the licensed, law-abiding trade. Operators also have significant responsibilities to customers in the maintenance of accurate records on the drivers and vehicles that are used to discharge bookings. Regular on-street and operator inspections which are risk based and unannounced help to drive up the standards of the licensed trade.
- Safeguarding: Working with both trades to reduce the risk of child sexual exploitation and protecting vulnerable adults

In partnership with the police, TfL uses a range of different strategies to deliver these priorities, including:

- Plain clothes operations: Plain clothes operations assist in detecting and apprehending touts and prevent cab-related sexual offences in the West End and across the capital. Locations are identified using intelligence analysis and information from the trade. Plain clothes work can become impractical once officers begin to be known and recognized by touts and potential offenders. To counter this, the RTPC draws on a pool of female police officers from across the Metropolitan Police to assist in plain-clothes operations. At the last count, around 290 female officers from across the MPS were 'volunteering' to support this important work to prevent cab-related sexual offences. Being

arrested for touting allows the police to take DNA samples, fingerprints and photographs of touts, all of which has proved invaluable in detecting and prosecuting sex offenders.

- Safer Travel at Night campaign (STaN) and public awareness: The STaN campaign aims to eradicate the use of illegal minicabs with a particular focus on protecting young women. It makes use of covert and high visibility patrols, as well as working to raise the profile of the dangers of using unlicensed taxis and minicabs. STaN has two main periods of campaign activity: 1) around the start of the university academic year in September; and 2) over the festive period in December. TfL's work to raise awareness of the campaign in 2014 included:
 - Visiting 494 bars, pubs and clubs in hotspot locations
 - Handing out approximately 132,000 leaflets
 - Engaging with over 50,000 members of the public to provide advice on how to get home safely
 - Visiting 29 university 'Freshers' Fairs' and engaging with around 50,000 students

During the two main STaN phases in 2014, the Met Police and City of London Police made a total of 94 arrests for touting, with over 3,600 minicabs and taxis stopped and checked. More than 700 arrests were made in 2013/14 for illegal plying for hire, and more than 8,000 arrests have been made since 2003. This work has seen the proportion of women who use unbooked minicabs falling from 19 per cent in 2003 to 0.5 per cent in 2015.

In addition to the above, TfL is now engaging with London & Partners (the official promotional company for London) and with the tourism sector, including Visit Britain and Heathrow and Gatwick airports, on the 'rules' for booking a private hire vehicle and the importance of checking a driver's identifier before starting a journey.

We will continue to refine and build on the STaN campaign in our future public awareness campaigns and intelligence-led operations.

- High visibility operations: To support our strategy of disrupting and deterring illegal activity and supporting the licensed trade, we launched Operation Neon in May 2015. Operation Neon is a high visibility, multi agency operation involving TfL, police officers from the RTPC, and local authority parking attendants to tackle issues identified by the legitimate trade. A review of Operation Neon is planned for early 2016.

What the first 31 days of Operation Neon delivered in numbers:

- 2,677 - Private hire drivers advised and moved on to keep roads clear for taxis and booked private hire vehicles
- 198 - Private hire drivers reported for not having a badge and stopped from working for the remainder of the evening
- 1,520 - Private hire drivers reported for not wearing their badge
- 39 - Private hire drivers reported for plying for hire offences

- 189 - Private hire drivers reported for parking on taxi ranks
 - 604 - Parking tickets issued
- Compliance through Test-purchasing and in-depth investigation: To enhance the work already done to ensure taxi and private hire compliance, we are increasing our use of test-purchasing and in-depth investigation into customer and trade complaints so that we can take effective enforcement action.

Strengthening ways of working

In 2013, TfL commenced a comprehensive review of the way that it undertakes taxi and private hire enforcement and compliance activity in order to increase the impact of its activity and ultimately, improve passenger safety. This review is on-going and contains a number of key elements:

- Better technology: Improvements in technology to equip Compliance and Cab Enforcement Officers with mobile devices that provide direct access to licensing data and partners' data such as insurance cover. These will help support workflow and generate case files to increase the efficiency and productivity of compliance resources and enforcement activity.
- Strengthening partnership: Investing time and effort to work with partners across London such as Heathrow Airport and local authorities such as the London Boroughs of Westminster and Camden. These partnerships are geared towards pooling resources and devising shared problem-solving plans to come up with lasting solutions to shared issues, for example, the problems of parking and congestion around locations such as Paddington and King's Cross/St Pancras Stations.
- Efficient tasking and deployment: Expanding the reach and scope of data used to inform decisions about the tasking and deployment of compliance and enforcement officers. This includes providing a variety of channels to the licensed trade to report suspicious behaviour. Better use of data allows us to take a clear, risk-based approach, focusing resources on those drivers, operators and vehicles that pose the greatest risk to the public, while supporting those that comply and having sufficient capacity to respond to new and emerging threats in real time.
- Effective enforcement: We want to increase the deterrent effect of our enforcement activity by catching and convicting all those that break the law and penalising non-compliance. Our enforcement approach will be proportionate, fair and transparent and will result in the successful prosecution of drivers and operators who do not comply with the law. We are also lobbying for the Secretary of State to give us greater powers to issue on the spot fines (Fixed Penalty Notices) for minor offences and we will continue to use the sanctions of licensee suspension and revocation against those who put customer safety at risk. To date, TfL has a 97% success rate in convicting drivers for unlawful plying for hire.

Future challenges

TfL, the Police and its enforcement partners in airports and local authorities are facing a number of challenges in delivering effective enforcement and driving up compliance, and supporting the licensed trades. These challenges are informing our current review and future strategy and include:

- Strengthening penalties for those convicted of touting, plying for hire and unlicensed drivers: The offence of plying for hire is not defined and not well understood. Magistrates' courts often do not treat touting and unlawful plying for hire with the severity of a serious crime that puts public safety at risk. Most offenders are fined and courts often do not use the power to disqualify from driving or to seize the vehicle from the driver. Neither TfL nor the police have the power to seize vehicles used in touting, unlawful plying for hire or being used without having hire and reward insurance in place. Stronger sanctions would strengthen the deterrent effect. We, working with the police, have a range of activity planned with London Magistrates to raise their awareness of the impact and risk of illegal cab activity. We will continue to lobby for greater enforcement powers and stronger sanctions for touting and unlawful plying for hire.
- Under-reporting of cab-related sexual offences: The prevention of cab-related sexual offences remains our top priority. The police receive around ten reports a month of cab-related sexual offences, and this number has remained fairly constant over the last few years. The greatest risk remains taking a minicab where the driver was either touting or plying for hire, and we have been running communication campaigns as part of Safer Travel at Night to increase understanding of the 'rules' for a safer journey home, by taxi or private hire. We continue to work with the police to better understand the true level and nature of cab-related sexual offences as we have done through Project Guardian for unwanted sexual behavior on public transport.
- Growth in internet based operators: The growth in internet based operators is creating challenges for investigation and the risk of cyber-crime. We have invested in investigative capability to help address this, but it remains difficult. Websites are often hosted outside of our jurisdiction and is often very difficult to identify who is committing an offence.
- Fraud and the use of forged documents: This includes fake taxi identifiers and badges, unlicensed drivers working in licensed vehicles and use of fake insurance documents. We have been running joint operations with the police, such as Operation Excalibur, to detect offences but these are resource intensive.
- The overall growth in private hire drivers: The overall growth in licensed private hire vehicles is creating a challenge for routine compliance activity. It is for this reason that we are doubling the number of TfL Taxi and Private Hire Compliance officers to 82 by early 2016. This follows the doubling of dedicated police cab enforcement officers to 68 since the Mayor came into office.

- Pedicabs: Unsafe pedicabs are a public safety issue and can cause serious disruption to traffic in central London. The riders are not subject to the same strict background checks we undertake for taxi and private hire drivers and vehicles, and there is no regulation of fares. We, along with the Mayor, have long been seeking legislation to bring pedicabs within our regulatory framework and subject to our licensing regime. In the meantime, we continue to work with Westminster City Council and the MPS to run operations to tackle dangerous and antisocial behavior by pedicab drivers.
- Competition for road space: This is a challenge outside popular venues as London's night time economy grows, as well as around transport hubs such as King's Cross and Heathrow. This requires joint working between TfL, the Police, airport authorities and local authorities to co-ordinate parking enforcement and keep traffic moving. TfL has worked successfully with the London Borough of Camden around King's Cross St Pancras and with Westminster City Council in the West End and Paddington. We are working with our partners to develop sustainable solutions to these problems by looking at options such as road redesign. In addition, we are developing and expanding the number of taxi ranks to support the trade and to better meet the needs of drivers and passengers. We have set out ambitious plans to expand the network of 500 taxi ranks with £600,000 of funding to increase the number of ranks by 20 per cent by 2020 (see above).

CHAPTER 6: FURTHER LEGISLATIVE CHANGE

There are a number of issues currently facing the taxi and private hire sector and questions are being asked of TfL as to how we plan to address these. Many of these issues require changes to primary legislation and the Mayor and TfL require central Government and in particular the Department for Transport (DfT) to provide assistance to implement additional controls in London.

Law Commission

In 2012, the DfT asked the Law Commission to conduct a review of taxi and private hire vehicle legislation. This was against the backdrop of the Government's drive to bring in deregulation. The Law Commission report was published in May 2014, and TfL is supportive of some aspects of the Law Commission's recommendation such as providing greater enforcement powers for London, but there are a number of areas that TfL is unable to support including:

- Introducing national mandatory standards for Private Hire Vehicles set by the Secretary of State which TfL would be unable to depart from.
- Further deregulation of cross border hiring. In recent months, TfL has had an increase in reports of out of town vehicles with journeys starting and /or ending in London. This is legal providing private hire operators, drivers and vehicles meet the triple licensing requirement currently in place and that all are licensed by the same licensing authority. The Law Commission propose to remove the triple licensing requirement which will further increase the likelihood of out of town vehicles in London.
- Moving away from the concept of defining 'plying for hire' and replacing it with a 'there and then' requirement.

The Government is yet to respond to the Law Commission's report and there is no indication that the draft Bill will be introduced into Parliament in the near future

Lobbying opportunities

TfL will work with the taxi and private hire trades and produce a briefing for London MPs and Assembly Members to gain support for proposals that will benefit public safety in London and reject those proposals set out by the Law Commission that are not appropriate for London, for example, national standards for PHVs. Our PHV Regulations Review seeks to raise the standards of private hire vehicles, drivers and operators and we want to ensure these standards are retained and amended as appropriate.

TfL has written to all London MPs with some proposed draft clauses to address the growing issue of pedicabs and the significant increase in minicab drivers in London.

TfL has also had preliminary discussions with the taxi and private hire trades to identify joint lobbying opportunities. TfL is currently developing proposals for a lobbying campaign to share with the trades. Lobbying opportunities include:

- Pedicabs: Changes in primary legislation are required to address the issue of pedicabs in the Capital. This is supported by both the taxi and private hire trades.
- Enforcement: Changes in primary legislation are required to provide TfL with greater enforcement powers to address common enforcement issues in London, for example, the power to seize vehicles that are found undertaking a passenger journey without hire and reward insurance cover, automatic disqualification from driving on conviction of anyone found guilty of a touting or unlawful plying for hire offence, and the power to take DNA samples of those unlawfully plying for hire.
- Quantity restrictions: Powers to introduce quantity restrictions on the number of private hire drivers in London. TfL requires changes to primary legislation to introduce this power in London to tackle issues of congestion, emissions and parking issues - particularly given the unprecedented rise in PHV driver and vehicle numbers over the last twelve months. This is supported by the taxi trade.
- Out of town vehicles: Powers to address cross border hiring issues. There is nothing in legislation to prevent a journey starting or ending anywhere in England and Wales providing the triple licensing requirement has been met. The triple licensing requirement provides that the booking has to be discharged by a driver and vehicle licensed by the same authority as the operator where the booking record is taken. This is supported by the taxi trade.
- Plying for hire: A clear statutory definition of plying for hire and 'pre-booked'. At present a statutory definition doesn't exist. Early Day Motion 142 has been created by the RMT taxi branch and is supported by all taxi trade associations and the GMB. This EDM "*calls on the Government to bring forward urgent legislation which provides a clear statutory definition to protect the distinction between taxis and PHVs*". TfL supports the concept of statutory definitions for plying for hire and pre-booked to enhance public safety and ensure the longevity of the two-tier system in London.

CHAPTER 7: CONCLUSION

Taxi and private hire vehicles are an essential form of transport in London and the Mayor and TfL are committed to retaining the two tier system which has successfully co-existed for many years.

This strategy sets out all the different strands of work underway by the Mayor and TfL to further enhance and improve taxi and private hire services in the Capital. These will benefit passengers and support the trade as we bring in the next generation of taxi vehicles, new fit for purpose private hire regulations and standards and improvements to TfL's services to all licensees.

We will also keep this strategy under review through our ongoing engagement with both trades and stakeholders to ensure that we continue to improve services and safety for passengers.

APPENDIX 1: SUMMARY OF ACTIONS

There are a number of actions in the strategy that TfL is either currently in the process of delivering, or will be progressed as part of the strategy. These can be summarised as follows:

Taxi Services

- Ranks: TfL will increase the number of ranks in London by 100 to 600 by 2020 as part of the Ranks Action Plan.
- Accessibility: TfL will ensure that all new ranks are fully accessible, and will develop accessibility criteria which existing ranks will be assessed against by the spring of 2016 to enable targets to be developed to raise levels of accessibility across the taxi rank network.
- Cashless payments: There is wide support for cashless payments to be a mandatory option for taxi journeys, and TfL is in the process of exploring ways to deliver this.
- Fares: TfL will undertake a public consultation in 2015 to obtain the views of drivers and passengers in respect of fares.
- In vehicle information: TfL will review the information that is required to be available to passengers in taxis to make it easier to understand how they can safely use taxi services.

Private Hire Services

- Regulations review: TfL will consult on potential changes to Private Hire regulations in autumn 2015 to take account of developments within the private hire industry, including advancements in new technology and changes to how people engage with private hire services.
- Private Hire Vehicle Signage Trial: TfL will support a trial for improved identifiers on private hire vehicle registration marks in order to simplify signage, and subject to the outcome of the trial, seek to implement this permanently.
- Customer complaints: TfL will take a greater role in the oversight and management of private hire complaints.

Taxi and Private Hire Services

- Preserving the two tier system: We will strongly campaign to retain the two tier system that has existed in London for the past five decades.
- Reducing emissions: To support the Taxi and Private Hire trade to reduce their emissions, TfL consulted on changes to licensing requirements as part of the ULEZ package. A decision is expected in the autumn.
- Customer information: TfL will review the information it provides on its website for taxi and private hire services to ensure it is easy to find and reaches the widest audience possible.
- Customer satisfaction: Customer satisfaction is reviewed annually, and TfL will use this information to inform future policy to further drive up satisfaction for taxi and private hire services.

- Driver facilities: TfL will work with local authorities and the taxi and private hire trade representatives to identify facilities to help support drivers when working, including access to toilets with appropriate parking facilities across London.
- Supply and demand survey: In autumn 2015, TfL will undertake a comprehensive supply and demand survey for taxi and private hire services across London. The will help understand current met and unmet demand for taxi and private hire services, and identify areas of potential demand. It will also help establish the key factors that stimulate or suppress supply and demand for services.
- Driver diary survey: Linked with the supply and demand survey, TfL will also carry out a 'Driver Diary' study (last completed in 2009) to assess the market size of taxi and private hire services in London and provide data on a number of areas including typical journey lengths, fares, distances and driver working patterns.
- Social Needs Transport Review: Greater use of taxi and private hire services to fulfil social needs transport services.
- Licensing: TfL will continue to explore ways of making the licensing process easier, including whether to mandate use of the DBS Update Service and conducting a review of the content on the taxi and private hire pages of the website to further enhance the information available to licensees.
- Driver training and development: Offering drivers training and possible qualifications commensurate to their roles, with disability training being mandatory, and other voluntary modules that could potentially lead to a BTEC qualification.
- A Future 'Big Black Book': TfL is looking to develop a taxi equivalent of the bus drivers' 'Big Red Book' as an information manual for taxi and private hire drivers.
- Safety and security - Safer Travel at Night (STaN) campaign: As part of the wider STaN campaign, TfL will engage with London & Partners and with the tourism sector, including Visit Britain and Heathrow and Gatwick airports, on the 'rules' for booking a private hire vehicle and the importance of checking a driver's identifier before starting a journey, and continue to refine and build on the STaN campaign in our future public awareness campaigns and intelligence-led operations.
- Safety and security – High Visibility operations: TfL successfully launched Operation Neon in May 2015, and will undertake a review of this operation in early 2016 to inform future activity.
- Test purchasing: We will increase our use of test-purchasing and in-depth investigation into customer and trade complaints so that we can take effective enforcement action.
- Stronger penalties for touts, plying for hire and unlicensed drivers: Along with the police, TfL has a range of activity planned with London Magistrates to raise their awareness of the impact and risk of illegal cab activity. We will also continue to lobby for greater enforcement powers and stronger sanctions for touting and unlawful plying for hire.
- Taxi and Private Hire Compliance officers: We will double the number of Taxi and Private Hire Compliance officers to 82 by early 2016.

- Lobbying: TfL will develop proposals to share with the trades to lobby Government on issues such as: pedicabs, greater enforcement powers, quantitative restrictions on the number licenses issued, out of town vehicles and a clearer definition of 'plying for hire'.