

## Hill Lee

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**From:** Jo Bertram <[REDACTED]>  
**Sent:** 04 March 2015 21:40  
**To:** Chapman Helen (TPH)  
**Cc:** Robinson Graham; Nwohia Flo (ST); Alex Cappy; Will Almond; Andrew Byrne; Polly Graham  
**Subject:** Re: FW: Follow-up from yesterday's meeting


Dear Helen,

Thanks for your email. We'd be happy to have a follow up discussion.

Next Friday is unfortunately unlikely to work on our side as both Will and Alex are out of office that day. However, I'm copying Polly, my assistant, who can help find a mutually convenient time.

Look forward to a useful discussion.

Jo

**U B E R** | **Jo Bertram**  
Regional General Manager - UKI & Nordics  
p: [REDACTED] | e: [REDACTED] | w: [www.uber.com](http://www.uber.com)  


On Tue, Mar 3, 2015 at 5:57 PM, Chapman Helen (TPH) <[REDACTED]> wrote:

Dear Jo,

Peter has passed on your email to me to take forwards as I'm the General Manager for London Taxi and Private Hire within Transport for London. I apologise that I wasn't able to make the meeting yesterday.

I would like to arrange a follow up meeting with you and was wondering if you and Alex are available to meet me at 11.30 next Friday alongside Graham Robinson (my Head of Licensing) and one of our Licensing Managers.

We can leave the detailed discussions on the licensing process and where you may assist with ensuring applications are correctly with the Licensing Manager and Alex but I would very much appreciate a discussion with you about volumes of applications you have submitted in the last six months and your expected volumes over the next 12 months. This will help me ensure accurate forecasting by mirroring your recent volumes with the increased trend we've seen in driver applications and match this to our forecasts going forwards allowing me to ensure I have the appropriate resources in place.

We can also cover the other points in your email below and we'll provide the relevant information during the meeting.

I've copied in my PA, Flo Nwohia, to make the necessary arrangements if this time is convenient for you / Alex. Let us know if it isn't and we can find some time the following week.

Apologies for not copying Andrew, Alex and Will into my email – their email addresses didn't come through. Could you please forward this email onto them.

I look forward to meeting you soon.

Kind regards

Helen

**Helen Chapman**

**General Manager**

**London Taxi & Private Hire | Transport for London**

**T:** [REDACTED] (auto: [REDACTED] | **M:** [REDACTED] | **E:** [REDACTED])

4th Floor, Palestra | 197 Blackfriars Road | London | SE1 8NJ

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**From:** Jo Bertram [[mailto:\[REDACTED\]](mailto:[REDACTED])]

**Sent:** 03 March 2015 16:46

**To:** Daniels Leon; Blake Peter

**Cc:** Andrew Byrne; Alex Cappy; Will Almond

**Subject:** Follow-up from yesterday's meeting

Dear Leon and Peter,

Thanks for meeting with us yesterday - good to see you as always. We are looking forward to working together to see how we can best streamline the PCO licensing process and deliver you high-quality, pre-screened applications.

In terms of next steps coming out of our meeting, I believe we discussed the following:

- Alex/Peter schedule meeting for deep dive on PCO application process with the relevant people
- Peter to make PCO license application form available to operators, either via a downloadable version or hard copies
- Andy to share data on Uber's impact on touting (will take us a little while to gather that data)
- Peter to share average time for DBS completion
- Peter to look into correlation between PCO driver incidents and embassy sponsorship

Anything I missed? I'll let Alex and Peter connect separately to schedule the next meeting.

Let us know if there's anything else you need from us in the meanwhile!

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Many thanks,

Jo

**U B E R** | **Jo Bertram**  
Regional General Manager - UKI & Nordics

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**From:** Robinson Graham  
**Sent:** 11 May 2015 17:54  
**To:** 'Will Almond'  
**Cc:** Amar Patel; Alex Cappy; Jo Bertram  
**Subject:** RE: Access to TFL application packs

Hi Will

It is good to hear from you again and your thoughts on how to improve your processes. I am always keen to find ways of making all applications are submitted correctly as it is both beneficial to the applicant and to my team.

As we discussed previously, we are looking to introduce a new on line driver application process in mid June 2015. This will allow an applicant to complete all of the mandatory questions as well as submit the required documentation such as medical form etc. We see this as the best way forward in order to ensure an application is complete and gets processed at the earliest opportunity. The on line process includes a validation in each question as well has help and guidance as to what information is required. Therefore the possibility of an incomplete application is greatly reduced.

I would be happy to arrange for someone from my team to come and provide a demonstration. I need I would be particularly interested in monitoring your team when they attempt to use the solution as this will provide invaluable feedback on how it works 'in live'. As with any new system I am sure there will be teething problems and I want to make sure they are ironed at early.

With regard to providing bulk application forms, it is vital that an applicant requests the form via our website as this creates an on line account in the back ground which allows us to pre populate the form with all of the personal details. It also adds a barcode to the form so that when it is returned it automatically links to the right record. Currently when a non barcoded form is submitted, my team has to create the account manually which, I am sure you will agree, is extremely inefficient.

Please let me know if you would be interested in working with us on our new on line solution.

Thanks

**Graham Robinson**  
**Head of Licensing**  
**London Taxi and Private Hire | Transport for London**

Licensing | London Taxi and Private Hire | 230 Blackfriars Rd, Southwark, London, SE1 8PJ



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**@TfLTPH**

**From:** Will Almond [mailto: [REDACTED]]  
**Sent:** 11 May 2015 15:35  
**To:** Robinson Graham  
**Cc:** Amar Patel; Alex Cappy; Jo Bertram  
**Subject:** Access to TFL application packs

Good afternoon Graham,


I hope this email finds you well. I wanted to get back in touch regarding the idea that we would be able to get access to, or at least be able to hand out PCO application packs in bulk to applicants who are coming to us for help. This was something we discussed in our meeting and has also been mentioned by Leon Daniels and as such we wanted to follow up to see the available options.

I have cc'd my colleague Amar, as we are getting to a stage where we want to open our doors and allow anyone, who is wanting to go through the PCO application process, to come and get a full package of advice and support from the Uber office. Our goal is to not only ensure individuals submit perfect applications but also to pass their topographic and gain the background check.

As such it would be very useful for us to either be able to download their applications to one of our printers or alternatively receive bulk print outs from yourselves and then assign to applicants.

I look forward to your reply, all the best.

Will

**U B E R** | will Almond  
Driver Operations Manager, London  
p [REDACTED] | e [REDACTED] | w:www.uber.com  


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**From:** Blake Peter  
**Sent:** 03 March 2015 17:36  
**To:** Chapman Helen (TPH)  
**Subject:** RE: Follow-up from yesterday's meeting

Fine by me

Thanks

PB

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**From:** Chapman Helen (TPH)  
**Sent:** 03 March 2015 17:25  
**To:** Blake Peter  
**Subject:** RE: Follow-up from yesterday's meeting

Ok thanks.

So we don't duplicate.....I was going to email them directly to invite them in sometime next week. Ok for me to do this?

H

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**From:** Blake Peter  
**Sent:** 03 March 2015 17:02  
**To:** Chapman Helen (TPH)  
**Subject:** FW: Follow-up from yesterday's meeting

Helen,

For info

PB

**From:** Jo Bertram [<mailto:> [REDACTED]]  
**Sent:** 03 March 2015 16:46  
**To:** Daniels Leon; Blake Peter  
**Cc:** Andrew Byrne; Alex Cappy; Will Almond  
**Subject:** Follow-up from yesterday's meeting

Dear Leon and Peter,

Thanks for meeting with us yesterday - good to see you as always. We are looking forward to working together to see how we can best streamline the PCO licensing process and deliver you high-quality, pre-screened applications.

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Anything I missed? I'll let Alex and Peter connect separately to schedule the next meeting.

Let us know if there's anything else you need from us in the meanwhile!

Many thanks,

Jo

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Regional General Manager - UKI & Nordics  
p: [REDACTED] e: [REDACTED] | w: [www.uber.com](http://www.uber.com)  


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**From:** Will Almond [mailto: [REDACTED]]  
**Sent:** 31 March 2015 09:15  
**To:** Chapman Helen (TPH)  
**Cc:** Robinson Graham; Alex Cappy  
**Subject:** Uber meeting actions

Good morning Helen,

I do apologise for the delay in getting in contact. We just wanted to send a quick catch up after our meeting the other week. First of all it was great to hear that many of the goals that we are targeting align nicely with the updates that are being made to the application process. I also think being able to keep an open communication channel with the licensing team will help us ensure that our potential partners submit accurate applications and that you have our most up-to-date application forecasts.


The key next steps that we had from the meeting are below. Please let me know if there are any additional queries we can help with.

- Graham/Luke to send over list of top issues that force rejections of applications. This will help Uber ensure applicants send in 'perfect' packs.
- Helen/Graham/Luke to provide a contact address for the topographic centre application team.
- Uber to get back in touch in May/ June (Flo to set date) to provide a more accurate projection for PCO applications for the next 6 months
- Uber to potentially help stress test the new online application process to be launched in June
- Uber/TfL to establish mechanism for sharing expected application volumes on an ongoing basis
- Uber to provide estimate of newly PCO-licensed drivers over the last 6 months - we will send this shortly

Thanks again.

All the best

Will

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**U B E R** | will Almond  
Driver Operations Manager, London  
p [REDACTED] | e [REDACTED] | w:www.uber.com  


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