

From: [REDACTED]
To: [Hurwitz Michael](#)
Cc: [Beevor Mike](#); [REDACTED]
Subject: Re: Thanks for coming in
Date: 06 June 2018 11:51:08
Attachments: [image001.jpg](#)

Sorry, I sent this email just before I saw Debbie's. Looking forward to seeing you at 2pm tomorrow.

On Wed, 6 Jun 2018 at 11:48, [REDACTED] wrote:

Hi Michael,

I am setting my schedule for tomorrow. Would it work for you to meet at 9.30am tomorrow?

Best regards,
[REDACTED]

On Tue, 5 Jun 2018 at 14:48, [REDACTED] wrote:

Hi Michael,

Would it work for you to meet Thursday morning? Maybe 9.30am?

I think it is best to discuss this situation and the possible solutions in a meeting.

Best regards,
[REDACTED]

On Tue, 5 Jun 2018 at 14:20, Hurwitz Michael [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Hi [REDACTED]

We met with representatives of more than 20 boroughs yesterday afternoon, and - continuing the spirit of openness in communication between us - the unequivocal answer to your question about readiness for a change of your operating model on the 11 June was a unanimous no. [NB. please be assured that as promised, we did not pass on the slides you shared with us, we only discussed the emails you have sent to a number of boroughs stating you intend to proceed with or without their consent].

Whilst the group who met yesterday collectively share a great enthusiasm for promoting cycling and increasing access to cycle-hire; the views expressed amongst your key transport authority stakeholders about the proposal to proceed with or without borough consent were consistently negative, ranging from frustration at best, to downright anger. We and the boroughs remain strongly of the opinion that a better approach is to collectively create a model that works for all prior to any launch. There is now a very serious issue of relationship management here, and I strongly urge you to pause so this can be worked through to everyone's satisfaction.

As we discussed last week, from an operational and safety perspective, there are a number of areas across your proposed operating zone that need special consideration, for example where there are already safety risks from crowding, or where security is a particular consideration. Please could I ask again for more information about how your proposals are intended to work in practice? For example we have not yet seen a detailed map or specific information about how you will manage your operations near areas including (but not limited to) Soho or Parliament Square. As I'm sure you will agree, it is important to understand this, and appropriate to prepare for a range of circumstances in advance, rather than take remedial action once problems have occurred.

Thanks for the offer of meeting again and yes we would like to do so, although tomorrow will not be possible I'm afraid. If you could let me know your availability on Thursday or Friday we'll set something up. Also have you been able to arrange a meeting or conversation with your decision makers in China? We are talking this through at length with Will Norman, The Mayor's Walking & Cycling Commissioner, who I believe is likely to want to take this up.

To reiterate what I've said before, I really do want to find a mutually positive outcome here and believe with conviction this is possible. I look forward to continuing this debate so we can find a way forward that works for all.

Best,

Michael

Michael Hurwitz | Director of Transport Innovation | Transport for London

T: [REDACTED] | M: [REDACTED] E: [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

From: [REDACTED]
Sent: 05 June 2018 09:53

To: Hurwitz Michael
Cc: Beevor Mike; [REDACTED]
Subject: Re: Thanks for coming in

Hi Michael,

Sure. We understand! Would it work for you to meet again tomorrow?

Best regards,

[REDACTED]

[REDACTED]

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On Mon, Jun 4, 2018 at 6:01 PM, Hurwitz Michael <[REDACTED]@tfl.gov.uk> wrote:

Hi [REDACTED]

Just to say I'm on the case and will respond as early as I can tomorrow. As I'm sure you'll understand there are

a few internal stakeholders I need to be in touch with, but I'm working as quickly as possible.

Thanks,

Michael

Michael Hurwitz | Director of Transport Innovation | Transport for London

T: +[REDACTED] | M [REDACTED] | E [REDACTED]@tfl.gov.uk

From: [REDACTED]
Sent: 04 June 2018 09:14
To: Hurwitz Michael
Cc: Beevor Mike; [REDACTED]

Subject: Re: Thanks for coming in

Hi Michael,

We are planning to implement the improved geofence in the week commencing on June 11. The exact date is not yet confirmed. Would that work for you?

Best regards,

[REDACTED]

On Thu, 31 May 2018 at 17:17, Hurwitz Michael [REDACTED]@tfl.gov.uk> wrote:

Hi [REDACTED]

Many thanks. Very much appreciate your sharing this and you have our full assurance regarding confidentiality. We'll look through this and get back to you as soon as we can.

Best,

Michael

Michael Hurwitz | Director of Transport Innovation | Transport for London

T: +[REDACTED] | M +[REDACTED] | E [REDACTED]@tfl.gov.uk

From: [REDACTED]
Sent: 31 May 2018 13:15
To: Hurwitz Michael
Cc: [REDACTED] Beevor Mike

Subject: Re: Thanks for coming in

Hi Michael,

Please find attached draft presentation with more details on our plans. It is not yet finalised and we are just sending it to you so that our discussions can be more productive. Please do not share it, yet.

Best regards,

[REDACTED]

[REDACTED]

E [REDACTED]

M [REDACTED]

T [REDACTED]n

L [REDACTED]

On Thu, May 31, 2018 at 12:52 PM, [REDACTED] wrote:

Hi Michael,

It was a pleasure meeting you on Tuesday and we would very much like to meet again as soon as possible to continue the conversation. Would you be available to meet tomorrow? If that is too short notice, would you be able to meet on Monday?

We will send you a draft document - for your eyes only - with more details about our current thinking within the next few hours.

Just for the record, we do not want to selectively apply the Code of Practice as we see fit. We only have one issue with the current version of the Code of Practice, which is that boroughs can choose (for no good reason) to just opt-out of the Mobike scheme. That sort of approach just does not make sense for any transport system. Also, we definitely are not adopting a "launch and defend" strategy. Far from it! In any case, let's talk further when we meet next.

Best regards,

[REDACTED]

[REDACTED]

E [REDACTED]

M [REDACTED]

T [REDACTED]

L [REDACTED]

On Wed, May 30, 2018 at 10:58 AM, Hurwitz Michael <[REDACTED]@tfl.gov.uk> wrote:

Hi [REDACTED]

Thanks both for coming in yesterday and very good to meet you [REDACTED]. I genuinely appreciated the open and candid conversation – I look forward to continuing our engagement in the same vein.

There were clearly a number of areas where we have a high level of agreement – in terms of the desire to promote cycling and increase access to cycle-hire; to promote a good customer experience; and to make sure dockless operators are ‘tidy’ as you put it (which I read as ‘safe’).

We also spoke openly about areas of contention – in particular our concern to hear that you no longer see consensus with the Boroughs as essential; and would only selectively comply with the Code of Practice as you see fit. You did stress that you need to pursue commercial returns which of course I understand, but I remain strongly of the opinion that a better approach is to collectively create a model that works for all rather than adopt a ‘launch and defend’ strategy as you set it out. I know you may view the approach of imposing a model as legally defensible, but there will inevitably be variations of the model that could create less tension with important stakeholders, present lower legal risk, and reduce the likelihood of a chaotic market expansion. I really do want to find a mutually positive outcome here and look forward to continuing this debate in the coming days and weeks.

In terms of next steps,

- We confirmed we are already planning to write out to you and other operators to convene the discussion on how to create the market that works for all, in the context of potentially creating a pan-London bye-law as discussed with the Boroughs. This will come very shortly.
- I offered to talk directly to your decision makers in China to reiterate our preferred approach of collaboration and co-creation, rather than having an approach imposed. You said you’d consider this internally.
- You also said you would consider what details you could send (or show us) about how your current thinking would work in practice, in particular how the geo-fencing and surcharges would work, which is so important for ensuring a safe operation.

Can I suggest that we have a further meeting with a mutual update within the next two weeks?

Thanks,

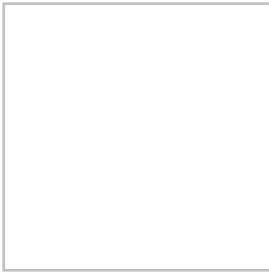
Michael

Michael Hurwitz

Director of Transport Innovation | Transport for London

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

11th Floor, Palestra, [197 Blackfriars Road, London SE1 8NJ](#) | Email: [REDACTED]@tfl.gov.uk



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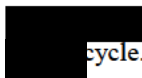
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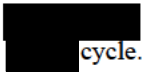
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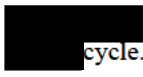
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