



Survey of Demand for Hackney Carriage Services

Proposal

Chorley Borough Council

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1 Introduction

1.1 General

This proposal is submitted by Halcrow in response to an invitation to quote from Chorley Borough Council (Chorley BC) who wish to appoint consultants to undertake a survey of demand for hackney carriage services in Chorley.

1.2 Study Objectives

Chorley BC wants to carry out a comprehensive and independent survey of demand for hackney carriage services in the council's area. This is to establish if the situation has changed since the previous survey of demand in 2008. The key objectives of the independent study of demand are to;

- determine whether there is any evidence of significant unmet demand for Hackney Carriage Services in Chorley; and
- if significant unmet demand is found recommend how many licences would be required to meet this.

1.3 Background

Chorley is located in Lancashire, in the north west of England. Chorley's resident population was estimated at 105,400¹ in 2010. The borough is mainly rural with an urban core of Chorley town.

Chorley BC has a history of restricting the number of hackney carriage licences; in 2005, Chorley BC increased the limit from 30 to 37 hackney carriage licences. A further study in 2008 allowed the restriction on licences to be maintained. The majority of hackney carriages are white saloon vehicles with some London style cabs and some wheelchair accessible vehicles.

¹ Source: National Statistics 2010 Estimates

In addition, Chorley BC licenses private hire vehicles.

1.3 Why Halcrow?

Halcrow has a great deal of experience in working with licensing authorities across the UK. This experience is expanded upon in Section 3 and includes taxi related research, policy reviews, and unmet demand surveys across the UK. Halcrow has a successful track record in court. We provide robust evidence upon which licensing authorities can base their policies with absolute confidence. Halcrow has never had one of its survey reports over-turned in court due to methodological deficiencies or poor expert testimony. We are best placed to undertake this study because we:

- have experience working in Chorley and understand the local market;
- produce robust reports that have always stood up under cross examination in court;
- no authority following our advice has had its entry policy overturned by the Courts;
- have a highly experienced study team;
- have made a major contribution to UK wide research in the taxi industry and have been the consultant of choice for the DfT and OFT;
- we enjoy an excellent reputation in conducting unmet demand surveys; and
- we have experience in research, consultation and analysis.

With wide multidisciplinary skills, Halcrow is one of the UK's largest transport planning consultancies. The firm has more than 6,000 staff; 300 dealing with transportation planning matters, including traffic and highway engineers, urban and transportation planners, analysts, mathematicians, operational researchers and computer experts. As part of

the CH2M Hill family of business's we are over 30,000 strong, making us one of the world's largest companies operating in the transportation market.

1.3 Recent Policy Developments

In 2010 the Department for Transport (DfT) revised **Best Practice Guidance for Taxi and Private Hire** licensing. The Guidance restates the DfT's position regarding quantity restrictions. Essentially, the DfT stated that the assessment of significant unmet demand, as set out in Section 16 of the 1985 Act, is still necessary but not sufficient in itself to justify continued entry control. The Guidance provides local authorities with assistance in local decision making when they are determining the licensing policies for their local area. Guidance is provided on a range of issues including: flexible taxi services, vehicle licensing, driver licensing and training.

Following the publication of this guidance Halcrow has made a number of refinements to its methodology to ensure that the questions it raises are fully addressed.

The **Equality Act 2010** provides a new cross-cutting legislative framework to protect the rights of individuals and advance equality of opportunity for all. The provisions in the

Equality Act will come into force at different times to allow time for the people and organisations affected by the new laws to prepare for them. The Government is considering how the different provisions will be commenced so that the Act is implemented in an effective and proportionate way. Some provisions came into force on the 1st October 2010 however most of the provisions for taxi accessibility were due to come in to play after April 2011. To date not all the provisions have been introduced and no timescale has been set for their introduction.

Section 161 of the Equality Act 2010 qualifies the law in relation to unmet demand, to ensure licensing authorities that have 'relatively few' wheelchair accessible taxis operating in their area, do not refuse licences to such vehicles for the purposes of controlling taxi numbers.

1.3 Structure of the Proposal

The remainder of this proposal details the requirements set out in the study brief:

- Chapter 2** Methodology
- Chapter 3** Experience
- Chapter 4** Staffing
- Chapter 5** Fee Proposal

2 Methodology

2.1 Introduction

This section of the proposal provides details of our approach to the study. Based on the requirements of Chorley Borough Council we propose that the study will involve the following distinct stages;

- **Stage 1:** Inception;
- **Stage 2:** Rank review
- **Stage 3:** Measuring patterns of demand and Significant Unmet Demand;
- **Stage 4:** Consultation;
- **Stage 5:** Comparison with local authorities; and
- **Stage 6:** Reporting

The key tasks of the study are presented in Figure 2.1 together with the proposed timeframe for the study. To assist the Council in determining the level of demand across the Borough for Hackney Carriages and to address the aims and objectives detailed in the specification, we propose to undertake a programme of stakeholder consultation, on street public interviews and rank observations.

Stage 1 Inception

We will agree the detailed scope of the study with you covering the dimensions of the work and constraints within which the study will need to operate. This will enable:

- clarification of the objectives of the work;
- discussion of details of the methodology;
- agreement on survey timescales;
- review of available data; and
- finalisation of the consultation arrangements.

Any specific information you wish to impart will be determined at this stage of the study.

An inception report will be produced following this meeting, detailing the key deliverables and key issues for the study. This will be provided to you via email.

Stage 2 Rank Review

Prior to commencing the rank observation programme, we will visit each of the ranks across Chorley to review their operation, proximity to demand generators, and signage/infrastructure. Together with consultation with the licensing team, this will assist in preparing a representative survey schedule.

Stage 3 Measuring Significant Unmet Demand

To provide the basis of a successful defence of policy, the method needs to be based on a sound understanding of significant unmet demand. The application of robust and unambiguous measures of both significant unmet demand itself and the effects of additional licences on the identified unmet demand is also required.

Halcrow's method is based on over 25 years' experience in this field taking account of both case law and economic considerations. This has culminated in the development of an objective measure of significant unmet demand that has been successfully defended in several Section 16 Crown Court Appeals.

The measure feeds directly off the results of observations of activity at the ranks. In particular it takes account of:

- case law that suggests an authority should take a broad view of the market;
- the impact on service quality on levels of supply to the ranks during different periods of the day and week; and

- the need for consistent treatment of different authorities, and the same authority over time.

Significant unmet demand has two components:

- Patent demand – that which is directly observable; and
- Latent or suppressed demand – that which may be met by additional supply. This in turn has two components, demand that is being inappropriately met, i.e. illegal plying for hire by private hire vehicles, and suppressed demand itself. Following case law involving Castle Point Borough Council this can be identified if there is evidence that people have been forced to use some second best method of travel due to the unavailability of a hackney. Previously, it was not clear how to demonstrate the absence of a potential demand in locations not served by ranks to the satisfaction of the courts, and there has been a lack of consistency in Crown Court judgements. Now we have Court of Appeal precedent that determines that we only need to consider those aspects of 'latent' demand that are measurable.

Demand is assessed using rank observation and public attitude surveys and measured using the Index of Significant Unmet Demand 'ISUD' factor. The ISUD factor has been applied to over 130 studies conducted by Halcrow staff, and indeed has been adopted by other firms operating in the market as the accepted measure of significant unmet demand. It has proved to be a robust, intuitively appealing and reliable measure. The factor has been enhanced by Halcrow in recent years in two important ways:

- By the inclusion of a seasonality factor. There is strong evidence that hackney

carriage demand can vary according to the time of year. It is difficult to be precise but in most cases demand is substantially higher in the lead up to Christmas than it is in January and February. The factor has been adapted to make an allowance for this; and

- by the inclusion of a latent demand factor. The 2006 and 2010 DfT guidance places greater emphasis on the importance of latent demand. Halcrow's judgement is that this needs to be taken on board so that in extreme cases the presence of latent demand can influence the outcome of the study. The latent demand factor is derived from the public interviews and enables the verdict on significant unmet demand to be demonstrably informed by the amount of latent demand in the licensing Borough

If there is a significant unmet demand, the authority requires clear advice on what to do in order to eliminate it. Halcrow has developed a statistical method to link the required number of licences to the ISUD factor. This technique called SUDSIM provides a marriage of the ideas from the previously used simulation model (STAR4 – Simulation of Taxis At Ranks) and the ISUD value. It is based on an econometric analysis of previous recommendations on licence increases (where a significant unmet demand has been found) and characteristics of the market, including per capita provision of hackneys, and the ISUD factor. This approach is exclusive to Halcrow and represents substantial advancement in unmet demand studies.

Task 3.1: Measuring Significant Unmet Demand – Rank Observation

The main method of measuring hackney carriage demand is based on observation. Rank observation quantifies patent demand

and inappropriately met demand. The purpose of the rank observations is as follows:

- To quantify demand for hackney carriages. We obtain an estimate of a typical week's activity using sampling methods;
- to identify the shape of the demand profile, to determine if demand is highly peaked at night;
- to quantify passenger and cab delay at the rank; and
- to determine what proportion of the hackney trade is serving the rank (and the extent that private hire are using the ranks – illegal plying).

The rank observations allow us to gauge the extent to which wheelchair users are accessing hackneys on-street. The rank observations will also seek to determine the levels of illegal plying for hire at ranks by both private hire vehicles and vehicles from neighbouring authorities. The rank observations feed the ISUD and SUDSIM analysis and represent the single most important element of the data collection and analysis. Observations will cover the period 0800 to 0300, though this will be tailored to the characteristics of the rank and the operational times.

The data collated as part of the rank observations will provide the following information for the report:

- Balance of Supply and Demand;
- patterns of availability;
- average delay and total demand;
- demand/delay profiles;
- evidence of 'cherry picking';
- the effective supply of vehicles; and
- patterns of demand for Hackney Carriage service provision

Based on considerable experience Halcrow has allowed a total allocation of 80 hours. The allocation of hours will cover the key ranks across the licensing area and allow some

observations at the rail station and bus station where it is reported illegal ranking can occur. Our initial allocation by rank is shown at Table 2.1 however, these will be finalised following appointment on discussion with the licensing officer and our rank review.

Table 2.1: Initial Allocation

Rank	Hours
2 X 24 hour ranks	44
2 X night-time only ranks	20
Bus/Rail Station	16

We are entirely confident that this allocation is sufficient to provide a robust basis for assessment. When considering rank observation proposals there is a quality as well as quantity dimension. Halcrow's surveys are based on market leading experience and track record. All staff used by Halcrow are employed by a reputable agency that has an appropriate level of health and safety². Further information on data security is provided at Page 10.

Experience has suggested that hackney demand exhibits a degree of seasonality and this is allowed for by the inclusion of a seasonality factor. The factor is set at a level to ensure that a marginal decision either way obtained in an "untypical" month will be reversed. This factor takes a value of 1 for surveys conducted in September to November and March to June, i.e. "typical" months. It

² Manual observations allow the authority to gain a greater understanding of the demand profile for taxis as opposed to the use of video observations. They are conducted at the ranks over a number of different days and time periods– this provides a more realistic picture of demand levels than conducting much shorter observations using cameras.

takes a value of 1.2 for surveys conducted in January and February and the longer school holidays, where low demand (the absence of contract work for example) will bias the results in favour of the hackney trade, and a value of 0.8 for surveys conducted in December during the pre Christmas rush of activity. We propose to undertake the rank observations in April/May 2011 avoiding school holiday periods, but will agree an appropriate time with you upon appointment.

The rank observations will also provide evidence of the proportion of the fleet serving the night time economy and the number of wheelchair users obtaining vehicles at a rank.

Task 3.2: Determining the number of additional licences

The first issue is to determine whether or not there exists a significant unmet demand. This is achieved using Halcrow's ISUD indicator as described above. The second issue, contingent on the ISUD finding, is how many new licences are required. This is determined using the SUDSIM method and adjusting this for latent demand. Where significant unmet demand is identified the recommended increase in licences is therefore determined by the following formula:

New licences = SUDSIM x Suppression factor

Where:

- SUDSIM is hackney unmet mitigation model
- Suppression factor = (1+ proportion who have given up trying to obtain a hackney by rank or flagdown in the last three months).

Stage 4 Consultation

Consultation will form a major element of the study. Consultation will be undertaken by a number of means and with a range of

consultees. We have suggested two optional extras should the authority wish to extend their consultation. For ease, the proposed consultation has been split into a number of distinct tasks:

- Task 4.1: Public Consultation;
- Task 4.2: Written Stakeholder and Trade Consultation;
- Task 4.3: Focus Groups (optional); and
- Task 4.4: Trade Survey (optional)

Task 4.1 Public Consultation

In order to consult with the general public, a public attitude survey will be designed. The sample will comprise 400 face-to-face interviews administered across the Chorley licensing area not just within Chorley Centre. In light of recent court cases in Plymouth and Bradford, we have introduced additional security checks to ensure the validity of this data. We also comply with Market Research Society (MRS) protocols and best practice.

The survey is designed to include information from both users and non users of taxi services and to address the issue of suppressed (or latent) demand, in accordance with the very useful Court of Appeal judgement involving Castle Point Borough Council in 2001. This ruling provides for the first time an unequivocal definition of what the courts want to see by way of evidence on this hitherto ambiguous subject.

A socio-economic quota will be followed to ensure that a representative sample of the public is gained. In order to validate the data a random sample of 10% of respondents will be contacted to verify their results. If any inconsistencies are detected the data will be discarded and a wider sample contacted to ensure the data is valid.

In addition to determining levels of suppressed demand the public attitude survey will be used to identify a range of views with regard to taxi services in the borough of Chorley. The survey will be designed in

consultation with you and is likely to include issues on the following:

- length and satisfaction with delay at ranks, flagdown and telephone bookings;
- public perception of the current entry control policy;
- means by which hackney carriage hire is engaged;
- views relating to safety of use;
- views relating to the price of hackney carriages;
- use of wheelchair accessible vehicles;
- satisfaction with the number and type of hackneys;
- location and signage of ranks; and
- satisfaction with vehicle and driver quality.

The questionnaire will also focus on the patterns of demand for hackney carriage provision in areas not currently served by ranks, for example Addlington, Euxton and Buckshaw.

Halcrow has significant experience of undertaking such surveys as part of similar taxi market assessments in other authority areas.

Task 4.2 Written Trade and Stakeholder Consultation

The DfT requirements include consultation with the trade and a wide range of other bodies. The consultation proposed here would be by written correspondence and would include all the organisations listed by the DfT in their Best Practice Guidance including:

- Hackney Carriage Associations in Chorley;
- Private Hire Associations in Chorley;
- Taxi operator owners;
- Councillors;
- Parish Councils;
-

- Police;
- Social services;
- Education department;
- Planning and regeneration department;
- Town Centre Management;
- Chambers of Trade or business representatives;
- Tourism and leisure representatives;
- Equalities and Diversity groups;
- Women's groups;
- Disabled and special needs representative groups;
- Educational establishments;
- Bars, night-clubs and entertainment centres;
- Hospitals; and
- Transport operators.

The consultation will be tailored to ensure that the study objectives are fully addressed together with gaining a greater understanding of the current services provided by the hackney and private hire trade. The consultation will also assess the views of stakeholders regarding the current policy of limiting taxi licences.

Task 4.3 Focus Groups (optional element)

To further consult with stakeholders face to face consultation could be undertaken via a series of focus groups. This would allow consultation in a more structured manner with key stakeholders to understand issues in detail. Should focus groups be required these will be agreed in consultation with Chorley Borough Council prior to commencement and held at an accessible venue within Chorley BC offices. Focus groups could be held with the following groups of people, however this would be agreed upon appointment:

- Representatives from the Hackney trade;
- Representatives from the Private Hire trade;
- Regeneration, Planning, Highways representatives and transport operators;

- Disability Representatives; and
- Police, representatives of licensed premises, safety partnerships.

We have costed for a maximum of five focus groups to be held on the same day. We are happy to discuss further focus groups if required.

Consultation with the trade will allow us to consult on a range of issues including driver security, vehicle numbers, fares, vehicle quality, opinions on the current licensing policy, effects of changes in policy etc. Consultation with representatives from regeneration, planning and highways officers will focus on the role of taxis and the future requirement for vehicles in line with the current regeneration and future plans for the borough. We understand there are plans for a major new food retail store in Chorley town centre and this meeting would allow the implications of this redevelopment on taxi provision to be investigated. Consultation with other transport operators will enable us to determine the relationship between the hackney and private hire trade and other public transport providers. Consultation with disabled representatives will be used to consult on a range of general issues regarding taxi provision in the Borough including whether varying the current entry control policy would have an effect on the provision of hackneys to wheelchair users. Consultation with the Police and representatives of licensed premises will enable us to assess the level of anti social behaviour and public disorder and the role of taxis in maintaining a safe nighttime economy. Those council officers with an interest in taxi issues will also be invited to a focus group. This is likely to include access officers, social services and education officers.

Task 4.4 Trade Survey (optional element)

The DfT guidance places a stronger emphasis on consultation with all those involved with the trade. To consult effectively with all members of the trade, a trade survey can be

undertaken. Although not a requirement, this optional exercise would involve a postal survey to all drivers, owners and operators in Chorley. In addition to the aims set out below the trade survey would provide an opportunity to fully understand the working practices of the trade in Chorley.

The aim of the survey would be to:

- demonstrate extensive consultation has taken place;
- collect evidence on the perceived benefits and dis benefits to the Trade of entry control;
- consult on: the ideal number of hackneys; fares; and licensing conditions;
- consult on whether removing the limit on Hackney Carriages licences would effect safety standards and licence conditions;
- consult on the number and position of ranks;
- consult on the number of hours vehicles are on the road;
- seek evidence on security and safety issues of drivers; and
- address any other issues of interest to the Council

The survey would be designed in consultation with the Council and would be distributed on our behalf by the Council (to save time and due to data protection issues). Halcrow would pay the return postage. As an alternative Halcrow can administer this survey on behalf of the Council and we will be pleased to provide a cost for this once we have had the opportunity to assess systems compatibility etc upon appointment.

The survey results will be analysed to allow for the contrasting views of the trade to be compared.

The council might opt for this survey if it wished to ensure that the views being

expressed by trade representatives are indeed representative of the trade members. It also provides greater insight into the operating patterns of the trade and the different practices of private hire and hackney carriages.

Stage 5 Comparison with other authorities

We propose to use a sample of authorities of a similar socio demographic profile to Chorley and obtain hackney carriage and private hire vehicle numbers to enable a comparison. Provision in Chorley will be compared for a number of elements including

- per capita provision;
- total fleet provision;
- entry control policy; and
- fares.

In addition, the results of the study will be compared with over 90 similar studies carried out elsewhere. Although there are important differences in layout, population and density etc, between districts, some useful general indications may be obtained using this method. The comparisons are particularly useful in putting the results from the study in a wider context. They are also extremely useful in drawing consistent conclusions about the existence and extent of significant unmet demand.

Stage 6 Reporting

A draft and final report will be produced. The final report will provide recommendations and detail on the following issues:

- whether there is significant unmet demand in Chorley and if there is the number of licences required to eliminate it;
- an assessment of whether the supply of Hackney Carriages matches demand across Chorley;

- an assessment of the demand for disabled accessible services;
- a summary of the outcome of the consultation; and
- a comparison of Chorley provision with similar authorities.

We will also present the findings of the report at the Licensing Committee in order to ensure the study and its findings are fully understood by the committee prior to any decisions being taken.

Project Management

A copy of our proposed project plan is presented in Figure 2.1. This identifies key deliverables throughout the study which will assist in meeting project timescales.

We place a strong emphasis on project management that is focussed around the Business Excellence Model, which we have adopted to ensure continuing improvement across all areas of our business. Our programmes for improvement include the 'Project Excellence' programme, which is aimed at improving project management through a mentored approach to self-analysis and review of project management performance. Project Excellence recognises the benefits of regular client communication as a core part of all our projects and we operate a transparent communication approach. This enables any difficulties arising to be recognised and resolved early on.

We always focus on delivering the best possible value for money for our clients. Senior staff are involved in all our projects to ensure that the client objectives are achieved, although our general approach is to ensure that we use the best resources to undertake a task.

Data Security

Halcrow have built a reputation on providing robust data that is able to stand up in Court. Halcrow proposes to undertake the following

measures to ensure the validity of core data (rank observation and public attitude):

- The rank observations will be conducted by a reputable agency. Halcrow has worked closely with Blue Arrow in the past. Blue Arrow comply with Halcrow's business principles and have experience of working with us on a number of recent taxi commissions. We propose to use Blue Arrow to supply the survey staff on this occasion.
- Halcrow staff from our Leeds office will make inspection visits to the rank during the daytime to ensure that they are being conducted properly. Survey staff will be briefed by a Halcrow employee. In addition we will require the agency to fax/email through the first shift that each observer conducts to allow us to check the data for any inconsistencies. These will then be corrected and any unusable data discarded.
- Where practicable, ranks will be observed simultaneously to prevent vehicles following the surveyors. However, we cannot hope to observe completely unseen and this is taken into account in our analysis methods which are designed to impose very stringent

performance criteria. No study designed and conducted by Halcrow has been successfully challenged due to its technical robustness.

- For night-time shifts we will logic check all observations. Passenger and cab queues follow recognisable patterns that are difficult to falsify convincingly. By obtaining the identity of each cab leaving the rank we can check for consistency and plausibility in the data.
- Halcrow follows Market Research Society (MRS) protocols and best practice in all our market research and consultation activities. We also comply with MRS guidance on undertaking on street surveys. We always quality check our data and obtain contact details from respondents in order to undertake a 10% sample call back by telephone.

Project timetabling

A copy of our proposed project plan is presented in Figure 2.1. This identifies key deliverables throughout the study which will assist in meeting project timescales. The study would take approximately 12 weeks from commencement to completion. If the authority has any specific requirements we are happy to discuss and make amendments to the project plan upon inception.

Survey of Demand for Hackney Carriage Services

Figure 2.1: Project Timescale

week commencing	09/04/2012	16/04/2012	23/04/2012	30/04/2012	07/05/2012	14/05/2012	21/05/2012	28/05/2012	04/06/2012	11/06/2012	18/06/2012	25/06/2012	02/07/2012
Stage 1													
Inception Meeting	█												
Stage 2													
Rank Review	█												
Stage 3													
Measuring Unmet Demand		█	█	█	█								
Stage 4													
Public Consultation					█	█	█	█	█				
Stakeholder Consultation			█	█	█	█	█	█	█				
Trade Survey (option)					█	█	█	█	█				
Face to Face Consultation (option)								█	█				
Stage 5													
Comparison with other authorities								█	█				
Stage 6													
Reporting								█	█	█			
Deliverables											DR		FR

2-13th April (Easter Holidays) No observations
 7th May, 4-5th June (Bank holiday weekend) No observations

Quality Assurance

Halcrow Group Limited is ISO9001:2000 and ISO14001 accredited. Halcrow's quality assurance system, PRISIM, also meets the requirements of BS8800 for safety management. For each new commission Halcrow creates a project quality plan (PQP) based on the procedures outlined in PRISIM.

The Halcrow project manager, overseen and supported by senior staff, is responsible for maintaining the plan and ensuring all project staff are aware of it. All staff must read the plan before starting work on the project and a record of inducted staff is kept within the PQP. Halcrow's in-house QA staff undertakes regular audits of PQPs to ensure they meet the required standards.

Quality Control

PRISM

Halcrow operates an accredited business system that meets with the necessary local accreditations in all the locations in which we operate. The business system is designed around the following stages:

- Agreement review: This includes procedures to ensure that all parties understand the scope and conditions that they are signing up to at the start of the project. We propose an inception meeting with minutes that are signed off by both parties.
- Planning and control: This includes procedures to ensure that we understand who is going to do what and by when. The initial programme included with this proposal will be reviewed and regularly updated. The programme will be used as a basis for gauging progress in all meetings about the commission. A management plan will be written and this will govern such issues as document and version control,

verification and checking and communications.

- Monitoring and review: The project manager will regularly review and report on progress, At the end of the study we will invite the authority to provide feedback using a simple electronic survey and action will be taken to deal with any areas of perceived or actual under performance.
- Roles: The project manager will be responsible for client care, risk and technical management, ensuring compliance with Halcrow's business systems, planning, day to day liaison with the authority and reporting. If you are unhappy about anything, you can talk to the project manager and they will endeavour to sort it out.

Delivery on Budget

Halcrow recognises that working to budgets is essential for successful overall management of any scheme. For this reason we control and monitor all aspects of setting and working to the budgets. For all projects, the first task is to ensure that the scope of work, outputs required and timescales are thoroughly understood by both Halcrow and the client, and that the project and business drivers are clearly identified.

Our cost control and forecasting system is Agresso, a powerful and internationally recognised business information software suite, in which forecasts and budgets are generated using earned value analysis. From this information the Project Manager can, when required take corrective action to bring the package back to the programme, and alert the client to the issues and enable the team to effectively identify the cause of the problem and act accordingly.

Delivery on Time

Delivery to programme is an integral part of the rigorous delivery process. The study will be planned to an agreed programme, with regular monitoring during each stage of the project. By regular monitoring, the Project Manager will understand when the due delivery of an item is threatened, at a stage when action can be taken. At all times the Project Manager will liaise with the client to keep all parties informed of progress.

3 Experience

3.1 Introduction

Halcrow has a wealth of experience within the taxi market. Our taxi market experience can be detailed in three sections, unmet demand studies, Strategic Policy Studies, and expert testimony and litigation support. Halcrow has also undertaken commissions in a number of de restricted local authorities. In 2005 Halcrow completed an unmet demand study for Chorley Borough Council. The study ensures the nominated Technical and Specialist Advisors have a good appreciation of taxi licensing in Chorley.

3.2 Unmet Demand Study Experience

Halcrow is the leading provider of Section 16 studies of provincial Hackney Carriage Markets. Since 1997 we have conducted over 135 studies as set out in Table 3.1 below.

In addition to these 135 studies, Dr Pells, the study teams Specialist Advisor has had a direct involvement in managing a further 54 in the period 1986-1996. Halcrow staff have therefore conducted a significant proportion of all the Section 16 studies commissioned since 1986 making us the most experienced company in the provision of this type of specialist advice in the UK. Katie Kearney, the nominated Project Manager has worked in taxi market policy for the last 7 years and has managed many of the recent studies for Halcrow. Halcrow's reputation is built on providing reliable and completely objective advice on significant unmet demand. We also have a watertight reputation in litigation and the provision of expert testimony – this is a key differentiator for Halcrow.

3.3 Strategic Studies

Many of the Section 16 studies have considered a much wider range of issues than

simply the number of licences required to satisfy unmet demand. Additional services Halcrow has provided include:

- taxi market provision studies;
- advice on regulatory change – implications, consequences and method of implementation;
- advice on fares levels and fares setting procedures;
- advice on rank designation and withdrawal;
- seasonality;
- the needs and preferences of disabled travellers;
- the relationship between taxis and the night-time economy;
- entry for hackneys and private hire to bus priority measures and pedestrian areas;
- the consequences of illegal plying for hire;
- zoning issues;
- achievement of an even distribution of service where no zoning is in place;
- the pros and cons of entry control;
- the consequences of de-restriction;
- licence allocation;
- new dispatch technology;
- landaus and rickshaws;
- methods for monitoring significant unmet demand between formal surveys; and
- arbitration and consultation

Table 3.1 Section 16 Studies Conducted by Halcrow

Year	Halcrow was appointed by the following authorities
1997	Bedford, Cambridge, Forest Heath, Manchester, Reading
1998	Bedford, Blackpool, Bournemouth, Burnley, Carrick, Manchester, Nottingham, North Devon, Sheffield, Stratford, Sunderland, Wansbeck
1999	Cambridge, Chester Le Street, Congleton, Dundee, Eastbourne, Exeter, Hull, Peterborough, Selby, Southampton, Wolverhampton
2000	Bedford, Calderdale, Castle Point, Leeds, Manchester, Southend, South Ribble, Thurrock.
2001	Bournemouth, Cardiff, Cherwell, Edinburgh, Ellesmere Port, & Neston Manchester, Sefton, Torridge, Worcester, Leicester
2002	Blackpool, Bradford, Brighton and Hove, Bristol, Carrick, Dartford, Dundee, Exeter
2003	Thurrock, Wolverhampton, Blackpool, Chelmsford, Oldham, Sheffield, Cambridge (<i>as part of OFT study</i>)
2004	Blackpool, Torbay, Colchester, Richmondshire, Manchester, Lincoln, Rotherham
2005	Wolverhampton, Nottingham, Chorley , Wyre Forest, Blackburn, Southampton, Bournemouth, Cherwell, Sunderland, Wigan, Leicester
2006	Brighton and Hove, Hull, Trafford, Thurrock, Thanet, Plymouth, Bristol, Blackpool
2007	Sheffield, Wolverhampton, Cardiff (<i>as part of OFT evaluation</i>), Barnsley, Ellesmere Port and Neston, Leeds, Bradford, Manchester, Exeter
2008	Richmondshire, City of York, Stirling, Leeds (12 month study), Torridge, Swansea, Renfrewshire, North Tyneside, Edinburgh, Scarborough, Preston, Southampton, Rotherham, Sunderland, Barrow, Bath & NE Somerset
2009	Braintree, Rochdale, Hull, Southend on Sea, Brighton and Hove, Gateshead, Leicester, Oxford, Blackpool, NE Lincolnshire
2010	Pendle, Sefton, Dover, Basingstoke, Doncaster, West Berkshire, Peterborough, Crawley, Liverpool
2011	Sunderland, Cornwall (Carrick, Restormel and Penwith), Torbay, Wirral, City of York, Fife, Southampton

In addition to the above, Halcrow has conducted several studies that consider wider aspects of taxi regulation. Halcrow was appointed to the Irish Taxi Regulator's Policy and Research consultancy panel. Previously Halcrow was commissioned to work alongside an economic consultancy in Dublin in order to conduct a Regulatory Impact Assessment on certain aspects of the Irish Taxi Market.

Halcrow completed a commission for the Office of Fair Trading to assist in its fundamental review of the effects of regulation on taxi users. The study was wide ranging in its nature and drew on Halcrow's unrivalled experience and expertise in this market. Halcrow provided a large amount of rank observations and public consultation data as part of the commission. Subsequently Halcrow was commissioned with Europe Economics to conduct an evaluation of the 2003 Taxi Market Study for the Office of Fair Trading. As part of this work we conducted after studies in authorities to see the effect of the policy changes.

In 2003 Halcrow advised the DfT on the barriers to the development of innovative taxi services as set out in Sections 10 to 12 of the Transport Act 1985. The study was based on surveys of licensing authorities to gauge experience and knowledge of the public in four authorities to gauge the demand; and of the trades in ten authorities to identify supply side issues. Halcrow undertook a study for City of York Council to determine the effects of de restriction in a number of comparable authorities. The study identified a number of authorities that had de restricted or adopted policies of managed growth and looked at the effects with regard to congestion, customer complaints, fares and fleet size.

Halcrow conducted a study in 2010 for Cambridge Council to assess the potential demand and workability of a shared taxi scheme across the authority. A major consultation exercise was undertaken and advise given on the feasibility of shared taxi schemes in the area.

Halcrow conducted a study for Sheffield City Council to assess a range of elements of the taxi and private hire market. In addition to assessing whether there is any unmet demand the study will look at whether there is an oversupply of hackneys. Consultation is a major element of the study with issues such as anti social behaviour at taxi ranks, driver security and the relationship between taxis and probate hire with other public transport.

Halcrow completed a consultation exercise for Reading Borough Council to determine the effect of removing the numerical limit on hackney carriages. The study consulted with stakeholders through a series of discussion groups and with the general public through face to face surveys.

Halcrow also completed a consultation exercise for Watford Borough Council as part of a Judicial Review to determine the effect of removing the numerical limit on hackney carriages. The study consulted with stakeholders through a series of discussion groups and with the general public through face to face surveys.

Halcrow completed a best value review of the taxi licensing function for Wirral Council. This wide ranging review involves the establishment of performance measures and extensive consultation.

In 2001, Halcrow was commissioned by one of the leading bus and rail operator groups to conduct a pre feasibility study into the

potential for entry into the taxi market. The study used a PTE area as a case study and included detailed market research and analysis using GIS systems to identify market segments where taxis could complement stage bus operators.

The Cheshire taxibus study of 1999/2000 included a wide ranging review of the potential for taxis to replace conventional bus services on County Council contracts. It included a review of the diverse markets that make up the County, extensive consultation with potential operators, a review of the legislation and workshops with the Trades.

In 2011 Halcrow conducted a public transport study of behalf of the Malaysian Land Transport Authority. The study included the provision of policy advice, international benchmarking and the development of a taxi transformation plan which aimed to drive up the quality of taxi services across Greater Kuala Lumpur.

In 1999 Halcrow conducted a public transport study on behalf of the Ruler of Abu Dhabi. The study involved providing management consultancy advice in support of the establishment of a new national taxi company including the business plan and integration with stage bus services.

3.4 Litigation Support Experience

Of the 150+ studies cited above, less than 10 have so far resulted in licensing appeal cases. Further details can be obtained from the authorities themselves. In choosing Halcrow the Council can be more confident in its ability to defend the agreed policy.

Sheffield. In May 1991 a single hackney driver appealed to Sheffield Crown Court against Sheffield City Council's refusal to grant a hackney licence. Dr Pells was called as expert

witness and the appeal subsequently failed. The hearing lasted just one day.

Southend. In May 1998 the appeal by 18 private hire drivers was heard in Basildon Crown Court against Southend Borough Council's refusal to issue them with hackney licences. The Study, conducted some two years earlier, had identified a significant unmet demand and recommended 13 additional plates. The Authority placed the condition that the plates should be attached to wheelchair accessible vehicles. Several of the appellants had refused to accept one of these 13 and appealed in the hope of obtaining a plate without such a condition. The appellants hired an expert advisor who compiled a critique of the Study over a period of 15 months. Dr Pells acted as expert witness on behalf of Southend Borough Council and indeed was the only witness called by the authority. The hearing involved a detailed examination of Dr Pells' approach and recommendations over two days. All 18 appeals failed.

Selby. Halcrow conducted a study on behalf of Selby district carried out in Late 1999. Earlier in the year Oscar Faber (previously Faber Maunsell now Aecom) had conducted a study, recommended no more licences and the authority, following this advice, had lost a Section 16 appeal. The Judge was very critical of the Faber Maunsell report.

Selby is multi-centred, unzoned and has 19 hackneys and over a hundred private hire. Halcrow identified a significant unmet demand and recommended an additional four licences. This would virtually eliminate all passenger delay. Despite this the Judge found that six additional licences were required to eliminate the significant unmet demand, not four. This was sufficient to allow the Appellant and his wife to receive licences,

taking account of their places on the waiting list. The Judge cited latent demand in Tadcaster, the second town, as the reason for this despite the fact that the study showed clearly that there was not demand for hackneys in Tadcaster, and the Appellant and is co-Appellant provided no indication that they would work in Tadcaster.

Halcrow report and expert testimony were described in the summing up as “thorough, balanced, helpful and impartial”.

There were a series of complex administrative issues surrounding this case involving the administration of the waiting list (there were three different versions presented to the Court) that resulted in the Judge being very much minded to allow this appeal from the outset. The authority had, on Halcrow’s advice determined to issue two licences per year for five years commencing in 2001 and did not appeal against the decision.

Calderdale (April 2001). This authority, segregated into eight zones, Halifax representing the centre of activity and seven outer zones of varying size. The survey recommended retention of zoning, retention of entry control in Halifax and the lifting of entry control in the seven smaller zones. No significant unmet demand was identified though there were outstanding licence applications in each zone. The Authority set the condition that all new vehicles should be wheelchair accessible. The appellant had outstanding applications for two licences in Todmorden zone. His application was refused on grounds of no significant unmet demand but he was invited to reapply with wheelchair accessible vehicles. Halcrow provided expert testimony though the case really resolved around the issue of vehicle conditions rather than entry control (since the Authority had effectively removed the limit in the zone in

question) and the appeal was rejected after only a fairly short hearing with the appellant picking up the costs.

Wolverhampton (July 2002). Two private hire drivers appealed to Wolverhampton Crown Court against the council’s decision to refuse licences. The report was 2.5 years old and the basis of the appeal was that the information was out of date. Wolverhampton had previously issued a number of licences following our finding of significant unmet demand. The appellants withdrew on the day of the hearing due to Dr Pells’ presence as they did not want to run the risk of having to cover Halcrow’s (very reasonable) costs, and the appeal was dropped.

Bristol (July 2003). Bristol operated a free entry policy between 1997 and 2002. In December 2002 the authority decided to reintroduce entry control. The Automotive Group of Newcastle appealed for 32 licences on the grounds of significant unmet demand. The hearing commenced at Bristol Crown Court on 3 July 2003 but was adjourned until early September following Dr Pells’ evidence (they ran out of time). The hearing continued in September and following detailed examination the council’s position was upheld.

Several other studies have resulted in litigation that has been subsequently settled outside court. In Blackpool, Halcrow was appointed to advise on the Council’s position with respect to a Section 16 Appeal. The Council was relying on an in-house survey. Halcrow advised against contesting the application and the licence was issued. In Burnley, the Trade threatened Judicial Review following the Council’s decision to issue five plates per year for four years. This policy went beyond Halcrow’s recommendation of 18 additional plates to eliminate significant

unmet demand. In Bournemouth, a large group of private hire drivers lodged an appeal when the Council issued a limited number of licences following a finding of significant unmet demand. After an exchange of correspondence on the robustness of the report, the appeals were withdrawn. In Castle Point the Court of Appeal rejected the hackney trade's claim that the authority had acted unlawfully in its decision to de-restrict entry. Dundee City lost an appeal against an operator that applied for 71 licences. A principal reason was that the council was relying on a three year old report. Halcrow was not called to provide any evidence and was in the process of conducting a follow-up study at the time.

3.5 References

Similar recent similar studies have been undertaken in Cornwall, Basingstoke and Blackpool.

Cornwall Council
 Cornwall Council, Carrick House,
 Pydar Street, Truro, Cornwall TR1 1EB
 Mr Bob Mears
 01209 614417
Bob.Mears@cornwall.gov.uk

Basingstoke and Deane Council
 Civic Offices, London Road, Basingstoke,
 Hampshire, RG21 4AH
 Mr Andrew Wake
 01256 845787
andrew.wake@basingstoke.gov.uk

Blackpool Council
 Licensing Service, Westgate House, PO
 Box 117, Squires Gate Lane, Blackpool,
 FY4 2TS
 Mr Ted Rhodes
 01253 478325
ted.rhodes@blackpool.gov.uk

4 Staffing

4.1 Study Team

The team offers a mix of nationally recognised and experienced experts in this specialist field. The study team have all worked on the recent commissions detailed in Table 3.1. All of the study team are educated to degree level with qualifications in courses that require the analysis and interpretation of data. The study team are fully familiar with the latest Best Practice Guidance as this is a key requirement of undertaking similar commissions. Training on taxi related legislation is undertaken regularly with the study team in order to ensure that all team members are kept up to date with case law and able to answer questions in committee and during the consultation exercise.

Halcrow monitor this knowledge through its internal 'Locater' programme whereby staff's skills and experience are assessed and updated regularly.

Our nominated technical expert is **Dr Stephen Pells, BA PhD, CMILT**. He will be responsible for technical advice throughout the study, approving the final report and any subsequent litigation support. With experience from around 150 Section 16 studies over 24 years, he is the UK's leading advisor in this market. Dr Pells has advised Halcrow's project teams on all recent studies including the 2005 study in Chorley and studies on behalf of the DfT and OfT. Dr Pells is Halcrow's 'expert witness' should you require litigation support.

The Project Manager will be **Katie Kearney BSc, MSc** a Senior Consultant within the transport planning group. Katie has extensive experience of local taxi market studies and has been involved in numerous taxi research related commissions including all Halcrow's

recent commissions. Katie has recently managed commissions on behalf of Southampton, City of York, Brighton and Hove and Rotherham. Katie has also undertaken taxi policy work for the Irish Taxi Regulator, the Office of Fair Trading and the Malaysian Land Transport Commission. Katie is fully up to date with the revised 2010 Best Practice Guidance. Katie would be responsible for the client liaison and all aspects of project delivery. Katie has a Masters degree in Transport Planning and is a member of the Transport Planning Society.

Katie and Stephen will be supported by Liz Richardson an experienced taxi specialist and Nikki Callaghan and Pam Murray - two consultants with significant experience in taxi market studies, policy and consultation.

Liz Richardson BA, is an Associate with extensive experience of local taxi market studies and national policy. Liz has managed and advised on numerous unmet demand studies and has managed commissions on behalf of the DfT into the barriers to innovation in taxi markets, the OFT into the cost/benefits of entry control in taxi markets, Wirral MBC to provide a root and branch best value assessment of their taxi licensing function. Liz would act as an advisor to the study team

Nikki Callaghan BSc is a transport planner who joined Halcrow in 2008. Nikki has worked on the majority of taxi commissions since 2008 and has a good appreciation of the issues facing the taxi trade. Nikki is experienced at organising surveys, planning and analysing consultation and managing survey staff. Nikki will support the team with the planning and analysis of surveys and consultation. Nikki has successfully

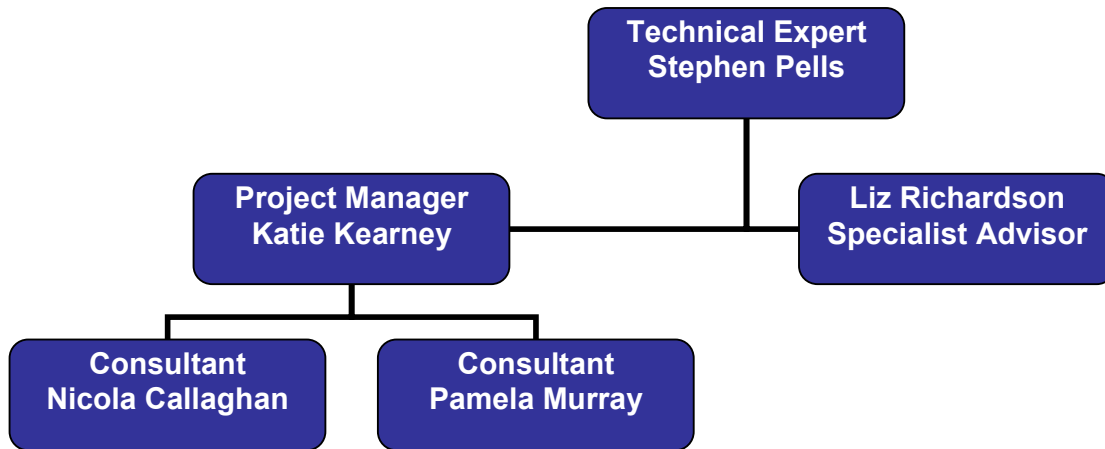
completed the PTRC (Planning and Transport, Research and Computation) young professionals Lecture Series in Traffic and Transportation.

Pam Murray BSc is a consultant who joined Halcrow in 2008. Pam has experience of working on numerous taxi studies over the last three years and is experienced in the

analysis of survey data and undertaking consultation. Pam will offer general support to the study team.

Full CVs are appended to the proposal.

Figure 5.1: Study Team



4.2 Project Management and Reporting

As Project Manager Katie Kearney will be responsible for overseeing the study, day to day client liaison, task allocation and service delivery. Stephen Pells our technical expert will be responsible for providing guidance to the team, approving our final report and any subsequent litigation support.

The study will commence with an inception meeting at which the timetable and scope of work will be clarified and agreed. The reporting approach will also be discussed. We will present the study findings at a meeting of the licensing committee. We are flexible concerning the form and media of the presentation and would be pleased to discuss this during inception.

5 Fee Proposal

The fixed price for conducting the core study is £7,884+ VAT. A breakdown of this fee is given in Table 5.1 below. In addition, the supplementary costs associated with conducting the various optional extra tasks identified in this proposal are itemised individually.

The Core Study fee includes all expenses and production of **three** copies of the final report, together with an electronic version.

The core study costs £7,884 and includes;

- Inception meeting;
- Rank observations based on 80 hours of direct observations;

- Public attitude interviews including 400 interviews;
- Written consultation;
- Comparison with other local authorities;
- Report (draft and final); and
- Presentation.

Our proposed invoicing schedule would be in three instalments, at project inception, draft report and final report though this can be negotiated with you in order to meet your requirements and will be agreed upon appointment. The costs do not include any subsequent litigation support which would be subject to a separate agreement.

Table 5.1: Breakdown of Costs

Study element	Staff costs	Direct Costs	Total Cost
Core Study	5,353	2,531	7,884
Trade Survey (optional)	1,276	300	1,576
Focus Groups (optional)	969	70	1,039

Appendix A

CVs

STEPHEN PELLIS – TAXI EXPERIENCE

Personal Details

Nationality	British
Profession	Transport Planner/Economist
Specialisation	Public Transport
Position in Firm	Director, Transport Planning
Year of Birth	1962
Years with Firm	11

Key Qualifications

- UK Regional Operation's Director
 - 21 years experience in the assessment of local taxi markets in the UK and abroad. Provision of expert testimony and litigation support since 1990.
 - Experience in wide range of transport planning projects in the UK and overseas.
 - Expertise in the demand assessment of rail infrastructure and service improvements.
 - Wide experience of market research methods including Stated Preferences.
 - Experienced in academic research.
-

Education and Professional Status

BA (Hons) Economics, North Staffordshire Polytechnic, 1984
PhD Economics, Institute of Transport Studies, University of Leeds, 1987
Member Chartered Institute of Transport, 1990.
Chartered Member Institute of Logistics and Transport, 2000

Experience Record

2005 – Present

Regional Operations Director UK North region

2004 - Present

Framework Director – City of York Council Engineering Framework Consultancy. Leader of 5-7 year exclusive services framework with fees of £2.5-£3.5m.

2003 - 2005

Product Manager Taxi market Advice

2002- Present

Major Projects Director, Transport Planning

2001 - Present

Regional Director of Halcrow, responsible for strategic management of the firm's multi-disciplinary businesses in Leeds and York, Director of Transport Planning.

1997 to 2001

Technical Director of Halcrow Fox, responsible for business development and day to day operations in the northern region. Also responsible for leading and contributing to projects across a broad range of public transport planning and economics topics.

1992 - 1997

Associate Director of TecnEcon responsible for business development and operations in the Midlands, Northern and Scottish markets, and for day to day management of offices in Leeds and Glasgow.

1990 - 1992

Senior Transport Economist then acting Group Head of Steer Davies Gleave's Leeds office. Responsible for day-to-day running of office proposal writing and management of projects.

1987 - 1990

Postgraduate Research Fellow, Institute for Transport Studies, University of Leeds. Research projects into the regulation of local taxi markets, bus service simulation modelling and the generative effects of highway construction on traffic levels.

Key Taxi Market Experience

2011 – Unmet Demand Studies

Specialist Technical Advisor for unmet demand studies on behalf of Southampton, Fife, Crawley, Peterborough, Wirral, York, Cornwall (Carrick, Restormel, Penwith), Sunderland and Torbay.

2010 – Unmet Demand Studies

Specialist Technical Advisor for unmet demand studies of behalf of Sefton, Basingstoke, Dover, West Berkshire and Peterborough.

2009 – Unmet Demand Studies

Project Director for all unmet demand studies conducted

2008 – Unmet Demand Studies

Project Director for all unmet demand studies conducted

2007 – Unmet Demand Studies

Project Director for all unmet demand studies conducted by Halcrow.

2007 – Provision of Taxi Services in Sheffield

Project Director of this wide ranging review study

2007 – Evaluating the impact of the OFTs 2003 taxi market study

Project Director of this evaluation study

2006 – Leicester Conditions of Fitness Review

Project Director of this comprehensive review of Leicester's conditions of fitness

2006 – Unmet Demand Studies

Project Director for unmet demand studies of behalf of Leicester, Hull, Trafford, Brighton and Thurrock.

2006 – Taxi Regulation in Ireland

Project Director of this study working alongside an Economic Consultancy and the Taxi Regulator. The study aimed to review a number of options for improving driving and customer service standards in Ireland.

2005 – Watford De- restriction Study

Project Director of this consultation exercise to determine the effect of de restriction on the general public and trade.

2005 – Unmet Demand Studies

Project Director for unmet demand studies of behalf of Nottingham, Chorley, Wyre Forest, Blackburn, Southampton, Bournemouth, Cherwell, Sunderland, Wigan and Leicester

2004/2005 – Wolverhampton De restriction Study

Project Director of this study to determine the effects of de restriction in Wolverhampton.

2004 – Response to DfT – Richmondshire

Project Director of this study to determine whether or not there exists a significant unmet demand for hackney carriage services and to enable the authority to respond to the new DfT requirements using Halcrow's new SUDMAP unmet demand forecasting model.

2004 Response to DfT – Manchester

Project Director of this study to determine whether or not there exists a significant unmet demand for hackney carriage services and to enable the authority to respond to the new DfT requirements using Halcrow's new SUDMAP unmet demand forecasting model. This is the fifth study conducted by Halcrow on behalf of Manchester City Council.

2004 Response to DfT – Colchester

Project Director of this study to determine whether or not there exists a significant unmet demand for hackney carriage services and to enable the authority to respond to the new DfT requirements.

2004 Response to DfT – Blackpool

Project Director of study to conduct the necessary consultations and prepare the response to DfT on behalf of the council

2004 Response to DfT – Torbay

Project Director of study to provide unmet demand advice and to prepare the council's response to the DfT's new requirements

2004 Rotherham Market Assessment

Project Director of this unmet demand study to include the material necessary to enable the authority to respond to the DfT's new requirements.

2004 Response to DfT – Lincoln

Project Director of study to provide unmet demand advice and to prepare the council's response to the DfT's new requirements.

2003 Advice to OFT

Project Director of three studies conducted on behalf of the OFT in support of their review of the UK taxi market. Reports available via OFT website.

2003 Best Practice Review- Wirral

Project Director of study to assess the licensing function at Wirral council and make recommendations for improvements.

2003 Expert Testimony and Litigation Support- Bristol

Presented expert testimony at Bristol Crown Court on behalf of Bristol City Council versus the Automotive Group of Newcastle which had lodged 100 appeals. All appeals failed.

2003 Unmet Demand Studies

Project Director of unmet demand studies on behalf of Wolverhampton, Blackpool (follow-up), Chemsford and Oldham.

2002 Barriers to Flexible Taxi Services

Project Director. A major research study for the DfT to determine why Sections 10 to 12 of the Transport Act, 1985 have not resulted in more examples of shared taxi and taxibus schemes.

2002 Blackpool Taxi Study - Follow-up Study

A follow-up exercise to update the 1998 study conducted by Halcrow.

2002 Wolverhampton Licensing Appeal

Provided litigation support to the authority in preparation for a licensing appeal. The appellants withdrew on the day of the hearing.

2002 Brighton and Hove taxi Study.

A follow up to his 1991 study on behalf of Brighton Borough to determine if the supply in these two recently combined authorities is sufficient under the terms of the 1985 Act

2002 Bradford Taxi Study.

A study to determine the existence of significant unmet demand in this large multi- centred authority.

2002 Carrick Taxi Study

A follow-up to the 1998 study to determine if the current limit on hackney numbers is appropriate.

2002 Exeter Taxi Study

A follow up to the 1997 study for this historic city.

2002 Bristol Taxi Study

A study to provide the basis for a possible reintroduction of entry control to this major market.

2002 Dartford Taxi Study

A study to provide the basis for a possible reintroduction of entry control.

2001 Cardiff Taxi Study

A wide ranging review including an unmet demand study, trade and proprietor surveys, consultation and strategic policy advice.

2001 Bournemouth Taxi Study

A follow-up to the 1998 study to examine the effects of significant new development on the adequacy of the hackney fleet.

2001 Worcester Taxi Study

An unmet demand study for this historic town aimed at providing short term tactical advice concerning the '85 Act and a longer term strategy for the development of taxis services.

2001 Ellesmere Port and Neston Taxi Study

The third study for this multi-centred authority with particular emphasis on the implications of large scale out of town development on the operation of the small hackney fleet.

2001 Torridge Taxi Study

An unmet demand study for this multi-centred Devonshire authority.

2001 Cherwell Taxi Study

An unmet demand study for this multi-centred Oxfordshire authority encompassing Banbury, Bicester and Kiddlington.

2001 Edinburgh Taxi Study

An unmet demand study for this large urban taxi market.

2000 Thurrock Taxi Study

An unmet demand study with particular emphasis on the operation of '0' licences in the borough.

2000 Castle Point Taxi Study

An unmet demand study for this dual central authority on the bank of the North Thames.

2000 Calderdale Taxi Study

An unmet demand study for this eight zoned licensing district to provide advice on entry control, zoning and a range of issues involving regulation and enforcement.

2000 South Ribble Taxi Study

An unmet demand study for the Lancashire authority.

2000 Bedford Taxi Study

A follow up to the 1996/7 study to advice on entry control policy.

2000 Leeds Private Hire and Taxi Study

A wide ranging study on behalf of Leeds City Council with two main parts. Part 1 involved advice to the city on access for hire cars to restricted areas of the city centre. Part 2 included an unmet demand study along with advice on licensing conditions, fares and longer term strategies.

2000 Manchester Taxi Market Study

A follow up to the 1997 study including an assessment of unmet demand, the potential for new ranks, views of the entertainment's trade and the due diligence of hackney capital and operating costs and fares setting procedures.

2000 Leicester Taxi Study

An unmet demand study for this de-restricted authority in order to inform the debate on whether to re-introduce entry control. Also included a bespoke study to examine the potential for new suburban ranks.

2000 Sefton Taxi Study

A follow-up to the 1989 study in response to a licensing appeal.

2000 Southend Taxi Study

A follow up to the 1996 study to provide updated evidence on significant unmet demand.

2000 Taxi Market Pre-Feasibility Study

A study on behalf of a leading bus operator to explore the potential for entry to the Taxi market.

Earlier Unmet Demand and Related Study Experience

1999 Peterborough Taxi Study; Selby Taxi Study and Litigation Support; Cambridge Taxi Study; Hull Taxi Study; Eastbourne Taxi Study; Exeter Taxi Study; Dundee Taxi Study; Congleton Taxi Study; Cheshire Taxi Bus Study

Chester-le-Street Taxi Study; Southampton Taxi Study;

1998 Burnley Taxi Study and Litigation Support.

Manchester Taxi Study; Blackpool Taxi Study and Litigation Support; Sunderland taxi Study; Carrick Taxi Study; Abu Dhabi Taxi Study; North Devon Taxi Study; Bournemouth Taxi Study and Litigation Support; Sheffield Taxi Study; Southend Litigation Support; Wansbeck Taxi Study; Stratford Upon Avon taxi Study.

1997 Nottingham Taxi Study; Reading Taxi Study; Manchester Taxi Study; Forest Heath Taxi Study.

1996 Birmingham Taxi Study; Warrington Taxi Study; Lancaster Taxi Study; Ellesmere Port Taxi Study; Jakarta Taxi Study; St Albans Taxi Study; Wigan Taxi Study; Bath Taxi Study.

1995 Cambridge Taxi Study; Dubai Taxi Study; Sheffield Taxi Study;.

1994 Kyle and Carrick Taxi Study; Manchester Taxi Study.

1993 Richmondshire Taxi Study; Newcastle Under Lyme Taxi Study; High Peak Taxi Study; Sunderland Taxi Study.

1992 Cambridge Taxi Study; Manchester Taxi Study; East Sussex Taxis in Bus lanes Study – Brighton; Sheffield Litigation Support.

1986-1991 Taxi studies on behalf of around 50 local licensing authorities.

1986-1990 Taxi Market Regulation Research

Academic research funded by the ESRC into the implications of the Transport Act 1985 for the taxi market.

Publications and Papers on Taxi Matters

"Pells SR (1996)" "Unmet Demand Studies" Paper presented to the first Annual Meeting of the Local Government Licensing Forum.

Pells, SR and Toner, JT (1990) "Entry regulation in taxi markets: the effects of the 1985 Transport Act" **Proceedings of Seminar D Planning and Transport Research and Communications (PTRC)**.

Pells, SR (1990) "Taxi licensing follow-up study: summary of main results" **Institute for Transport Studies Working Paper No.296** University of Leeds.

Pells, SR (1989) "The effects of partial deregulation of the British taxi industry". Paper presented at the **Seminar on Transport Planning held at Complutense University, Madrid. April.**

KATIE KEARNEY

Personal details

Nationality	British
Profession	Transport consultant
Specialisation	Transport planning
Position in company	Senior consultant
Year of birth	1979
Years with company	7

Key experience and skills

Taxi market and unmet demand studies

Stakeholder and community consultation through postal surveys, focus groups and workshops.

Survey development and analysis

Skills in data analysis, report writing and presentations.

Deputy Business Systems Manager

Travel Plan Coordinator for Halcrow

Sustainable transport policy

Education and professional status

MSc Transport Planning, Institute for Transport Studies, University of Leeds, 2004

BSc (Hons) Geography, University of Sheffield, 2001

Member of the Transport Planning Society

Language ability	English	mother tongue
	Spanish	basic

Experience Record

- 2004-present **Halcrow Group Limited**
- 2011 **Taxi Market Studies**
Project Manager of hackney carriage studies on behalf of **Southampton** and **City of York Council**. Package Manager of studies on behalf of **Cornwall Council (Carrick, Restormel and Penwith)**, Project team member of taxi market studies on behalf of **Wirral Council, Fife, Sunderland, Torbay** and **Crawley**. The studies include an assessment of supply and demand through direct observations in addition to extensive consultation and market research.
- 2011 **SPAD, Taxi Transformation Plan**
Responsible for the preparation of a taxi transformation plan for Kuala Lumpur on behalf of the Malaysian Land Transport Authority. The plan aimed to drive up the quality of taxi services across Greater KL and was part of a set of transformation plans addressing each element of the public transport system.
- 2010 **Unmet Demand Study**
Project Manger of a local hackney carriage and private hire market study on behalf of **Dover** Council. Project Team Member of a further five studies on behalf of **Sefton, Pendle, Basingstoke, Peterborough** and **Liverpool** Councils. The studies include an assessment of the impact of the current regulatory regime on users and non users of taxi services and include an assessment of supply, pricing and quality controls. Extensive consultation, market research and direct observation are being conducted to provide the evidence base. The studies will provide the basis for the Councils to determine their entry control policy and will be of sufficient rigor to withstand scrutiny by the Courts should the circumstances of an appeal arise.
- 2010-2011 **HAWIS, Stakeholder Manager**
Responsible for the stakeholder management elements of a major piece of work to develop and deliver a weather information system for the Highways Agency.
- 2007 - 2010 **Highways Agency, Development Control Travel Planning**
Provision of advice to the Agency throughout the development control planning process in Y+H, NE and NW regions. Work involves advising developers and consultants on the travel planning requirements of the planning process and working proactively with other stakeholders including local authorities, PTEs and HA officers to facilitate sustainable development.
- 2010 **City of York Council, LTP3 Consultation**
Facilitation of two workshops with key local stakeholders and vulnerable people to help the council develop their LTP3 priorities.
- 2009-2010 **Voluntary Travel Plan Programme Baseline Development, Implementation and Monitoring – Highways Agency**
Project Manager of several Voluntary Travel Plan Studies for the Highways Agency.
- 2009 **Unmet Demand Studies**
Project Manger of 2 local hackney carriage and private hire market study on behalf of **Rotherham** Council and **Brighton and Hove** Council. Project Team Member of further studied on behalf of **North Tyneside** and **Gateshead** Councils.

- 2008-2009 **Edinburgh Taxi Study**
Involved throughout this year long hackney carriage unmet demand study in Edinburgh which included rank observations throughout the year, consultation, surveys and reporting.
- 2008-2009 **Area Travel Plan Feasibility Studies – Highways Agency**
Project Manager of several Area Travel Plan Feasibility Studies for the Highways Agency. Areas under investigation include Paragon Park and Glasshoughton Wakefield, Monkton Park South Tyneside, Daresbury Park Halton and Kings Reach Stockport.
- 2008 **Unmet Demand Studies**
Project Manger of a local hackney carriage and private hire market study on behalf of **Torridge Council**. Project Team Member of further studies on behalf of **York, Stirling** and **Renfrewshire** Councils.
- 2007 - 2008 **Leeds Unmet Demand Study – Leeds City Council**
Project team member of this hackney carriage unmet demand study which took place over the course of a year to investigate seasonality.
- 2007 **Unmet Demand Studies**
Project Manager of an unmet demand study for **Ellesmere Port and Neston** Borough Council. Project Team Member of further studies on behalf of **Plymouth** and **Exeter**.
- 2007 **Provision of Taxi Services in Sheffield – Sheffield City Council**
Involved in all aspects of this study which aimed to review the taxi market through public and trade consultation, analysis of current and future demand and a benchmarking exercise.
- 2007 **Evaluating the impact of the OFT’s 2003 taxi market study – Europe Economics/Office of Fair Trading**
Working alongside an economic consultancy reviewing the changes in the taxi market since the OfT report in 2003. Involved with a survey of local authorities and in depth “after” studies. Package manager of after study 2.
- 2006-2007 **Travel Training - CENTRO**
Project developed a travel training programme for Centro incorporating a manual, guide and practical tools. Included consultation with existing training schemes and a stakeholder workshop.
- 2006 **Unmet Demand Studies**
Project team member of unmet demand studies on behalf of **Bristol** Council, **Thanet** Council, **Thurrock** Council and **Brighton and Hove** Council.
- 2006 **Hackney Carriage Conditions of Fitness Review - Leicester City Council**
Involved throughout this comprehensive review of Leicester’s conditions of fitness for hackney carriage vehicles. Included consultation and the organisation of a vehicle roadshow for the public.
- 2006 **Taxi Regulation In Ireland – Irish Taxi Regulator**
Involved all over this study working alongside an Economic Consultancy and the Taxi Regulator. The study aimed to review a number of options for improving driving and customer service standards in Ireland.

- 2005-2006 **Dial and Ride Review – City of York Council**
Involved throughout this review of the dial and ride service. Carried out a review of current day to day procedures along with a review of costs and patronage.
- 2005 **Unmet Demand Studies**
Project team member of unmet demand studies on behalf of **Leicester** City Council, **Southampton** City Council, **Bournemouth** Borough Council, **Cherwell** District Council and **Wyre Forest** District Council.
- 2005-2006 **LTP2 Consultation Report – City of York Council**
Responsible for the production of a report detailing the consultation carried out for LTP2 and the responses received. Work involved coordination with CYC officers, data analysis and assimilation to produce the final report.
- 2005 **GMPTE Travel Horizons – GMPTE**
Study focused on people's access priorities and travel horizons in deprived areas across Greater Manchester but focusing on Rochdale, Oldham and Harpurhey area of North Manchester. A series of focus groups were organised and carried out with different sectors of the community to ensure transport needs were being met.
- 2005 **Barriers to Public Transport Use 3 – East Lancashire Partnership**
Involved in various aspects of this large study for the East Lancashire Partnership. Responsible for the coordination of Mystery traveller surveys and accompanying individuals both familiar and unfamiliar with public transport on buses in the East Lancashire area as well as trams and trains across Greater Manchester.
- 2005 **Lancaster Car Club – Lancaster City Council**
Investigated the feasibility of a car club in the Lancaster area for the City Council.
- 2004-2005 **GMPTE Taxi Voucher Research – GMPTE**
Assisted with the analysis of the Greater Manchester taxi voucher scheme to establish if the scheme met peoples needs. Involved in organising and carrying out focus groups with the elderly, disabled and those from ethnic minorities with limited or no English and providing recommendations to GMPTE.
- 2004-2005 **Wolverhampton Taxi Study – Wolverhampton City Council**
Involved in this review of transport policy and the taxi trade in Wolverhampton. Organised local stakeholder consultation.
- 2004-2005 **Newcastle Community Transport – Newcastle New Deal for Communities**
Analysis and write up of questionnaire data investigating the availability of and potential improvements to community transport provision.
- 2004 **Blackpool Taxis, Response to the DfT – Blackpool Council**
Assisted with the analysis and write up throughout the study.
- 2004 **Rotherham Taxi Study – Rotherham Borough Council**
Carried out a telephone survey as part of an unmet demand study to determine the availability of wheelchair accessible vehicles.

Nikki Callaghan

Personal Details

Nationality	British
Profession	Transport Consultant
Specialisation	Transport Planning
Position in Firm	Consultant
Year of Birth	1986
Years with Firm	3 years

Key Qualifications

Experience in carrying out unmet demand surveys and knowledge of the taxi market in line with current best practice.

Experience in the travel planning sector.

Experienced on street market researcher

Experience of stakeholder and community consultation through postal surveys, focus groups and workshops.

Skills in data analysis, report writing and presentations.

Experience using a variety of software including Office, SPSS, AIMSUN, GIS (Arcmap), TRICS, TEMPRO, CAD.

Knowledge and understanding of the following; ARCADY, PICADY, LinSig.

Education and Professional Status

BSc (Hons) Human Geography, Manchester Metropolitan University, 2008

Language Ability

English	Mother Tongue
French	Basic

NIKKI CALLAGHAN

Experience Record

2008-2010

Halcrow Group Ltd

2011

Unmet Demand Study

Consultant: Project Team Member of studies on behalf of Sunderland, Torbay, Cornwall, Fife, York, Liverpool, Crawley and Peterborough. Responsible for supervising and organising consultation and surveys, undertaking quotas of public surveys, inputting and analysing data received for the public attitude and trade surveys.

2011

Wirral Taxi Review

Consultant: Involved in all aspects of this review for a delimited authority including surveys, consultation and benchmarking exercise.

2011

Leeds Bradford International Airport

Consultant: Involved in collating evidence for the Statement of Common Ground and Proof of Evidence. Site visits were made to LBIA as part of the parking strategy which formed part of the SoCG.

2010-2011

West Berkshire Taxi Study

Consultant: Involved in inputting and analysis of data collected as part of the rank observations, public attitude surveys and trade surveys. Also assisted in reporting to client.

2010

TICCO, Metro

Consultant: Provided assistance in the development of both a paper survey and online survey (using Survey Monkey) on behalf of Metro to monitor the use of different types of MetroCards. Consulting with the public, inputting and analysing the results.

2010

Fisher Lane, Cramlington TP Review, Highways Agency

Consultant: Review of AECOMs travel plan surrounding a new residential development. The review involved assessing the sites accessibility; the travel plans targets and mitigation strategies and reporting.

2010

Greater Manchester Police Travel Plan

Consultant: Undertook a site audit looking at accessibility to the police headquarters in Ashton-under-Lyne in order to assist with the development of their travel plan.

2010

Doncaster Taxi Study

Consultant: Involved throughout this study for the authority for an authority with a policy of delimitation. Undertook face to face public attitude surveys in Doncaster, inputted and analysed data and carried out reporting of results to the council in line with best practice guidance.

2010

Harrogate Preferred Options

Consultant: Carried out a review of the preferred site options in rural areas as part of the Harrogate Borough Council LDF: Allocations Proposed Submissions Development Plan Document on behalf of the Highways Agency.

2010

Basingstoke Taxi Study

Consultant: Involved with data input and analysis and reporting to client in line with best practice guidance.

2010

Longdendale Integrated Transport Strategy

NIKKI CALLAGHAN

- Consultant: A review of the Longdendale Integrated Transport Strategy developed by Tameside Council on behalf of the Highways Agency. Developed a response to the consultation and attended a meeting with both the Yorkshire and Humber and North West Highways Agency teams. From the meeting it was decided that a document should be produced for Derek Turner outlining the proposed strategy options and a number of related questions pertaining to the HA's response to the consultation.
- 2010 **Sefton Taxi Study**
Consultant: Carried out an audit of the ranks across Sefton, organised rank observations and public attitude surveys. Input data, analysis of data and reporting to the council in line with best practice guidance.
- 2010 **Dover Taxi Study**
Consultant: Organising the public attitude surveys, inputting and analysis of the rank observations and reporting to the council in line with best practice guidance.
- 2010 **Pendle Taxi Study**
Consultant: Assisted in organising and inputting the rank observations and public attitude surveys.
- 2009 **Team Valley Travel Plan Monitoring**
Consultant: Involved in consultation with stakeholders in the team valley area including face to face surveys and organising external survey companies. Responsible for organising traffic counts, inputting of all data and analysis. Assisted in reporting to the Highways Agency.
- 2009 **J32 Voluntary Travel Plan**
Consultant: Involved in extensive stakeholder consultation, inputting and analysis of results and reporting to the HA. Also organised and attended meetings and workshops with stakeholders on site.
- 2009 **Unmet Demand Studies – Various Local Authorities**
Project Team Member of 6 unmet demand studies in Autumn 2009 on behalf of **Blackpool** Council, **Brighton** Council, **Leicester** Council, **Gateshead** Council, **North East Lincolnshire** Council and **Oxford** Council. Involved in all aspects of these studies including rank observation analysis, consultation and reporting.
- 2009 **LBIA Staff Travel Survey**
Consultant: responsible for drafting a survey and conducting face to face surveys with staff at LBIA. Inputting and analysis of data and reporting.
- 2009 **Surrey Travel Training**
Consultant: Involved a review of the current travel training scheme and a desktop review of both local and national policy surrounding travel training. A review was also undertaken of the current schools and statemented children to determine the need for travel training.
- 2009 **Local Transport Act-Effectiveness in Rural Communities, Commission for Rural Communities**
Consultant: Collating research to develop a 'Think Piece' looking at how provisions in the Local Transport Act can impact on rural transport. Specifically, the changes proposed in the Local Transport Act 2008, what the changes mean for rural transport provision and the impact of the changes on rural transport provision.
- 2009 **Unmet Demand Studies – Various Local Authorities**

NIKKI CALLAGHAN

Project Team Member of 4 unmet demand studies in Spring 2009 on behalf of **Rochdale Council**, **Braintree** District Council, **Southend** Council and **Scarborough** Council.

2008 **Strategic Park and Ride Review**
Consultant: Extensive research into the best practice of park and ride delivery as part of a review on the development and possible benefits of implementing Strategic Park and Ride sites in Yorkshire and the Humber. Alongside a best practice review the study also involved a review of current policy and consultation at local and regional levels.

2008 **Junction 32, M62 Castleford Feasibility Study – Highways Agency**
Consultant: Development of a feasibility study at Junction 32 of the M62, Castleford. Involved a detailed site audit, extensive consultation with stakeholders on the site including Wakefield District Housing. Occupier and employee surveys were completed to provide travel to work data.

2008 - 2009 **Barrow Unmet Demand Study – Barrow-in-Furness Council**
Consultant: Involved throughout this unmet demand study including consultation, data analysis and reporting.

2008 – 2009 **North Tyneside Unmet Demand Study – North Tyneside Council**
Consultant: Involved throughout this unmet demand study including consultation, mystery shoppers, data analysis and reporting.

2008 - 2009 **Edinburgh Unmet Demand Study – City of Edinburgh Council**
Consultant: Involved in the consultation, data analysis and reporting of this year long study.

2008 - 2009 **Leeds Unmet Demand Study – Leeds City Council**
Consultant: Involved throughout this yearlong unmet demand survey. Carried out consultation, data analysis and reporting.

2008 **Unmet Demand Studies – Various Local Authorities**
Project Team Member of 3 unmet demand studies in 2008 on behalf of **Rotherham** MBC, **Preston** Council and **Sunderland** Council.

2005-2008 Manchester Metropolitan University

BSc (Hons) Human Geography

2007-2008 Dissertation “Local Sustainable Transport Plans in Leeds; A Critical Evaluation of the Proposed Park and Ride Scheme.”

2007 Leeds City Council – Work Experience

Supporting the Council Transport Planning Team including; Guisley rail station parking feasibility study; Preparation of GIS parking facilities inventory; School Travel Plan analysis; and 20mph zone mapping.

Courses Attended

02/10/2008 Halcrow Induction Course – Shortlands 1 and 2, Hammersmith, London.

26/11/2008- Technical Induction Course – Vinyard House, Hammersmith, London.

28/11/1008

01/2009-06/2009 PTRC Young Professional Lecture Series – Arup, Leeds

2009 Travel Plan Course – Highways Agency, Leeds

PAM MURRAY

Personal details

Nationality	British
Profession	Consulting, Transport Planning
Specialisation	Transport Planning
Position in company	Consultant transport planner
Year of birth	1984
Years with company	3

Key experience

Experience in carrying out unmet demand surveys and knowledge of the taxi market in line with best practice.

Experience of conducting stakeholder and community consultation through written consultation and surveys, focus groups and workshops.

Skills in data analysis, scheme appraisal, report writing and GIS analysis.

Practical Experience with many types of specialised software packages including SPSS, MapInfo, ArcGIS, TRICS, TEMPRO, PICADY, ARCADY, TRANSYT, SQL Server, SAS, FoxPro as well as the Microsoft Office Suite.

Education and professional status

BSc (Hons) Geography, University of Leeds, 2006, Dissertation "Analysis of Changing Beach Morphology in the long and short term, North Norfolk, UK"

Language ability

English mother tongue

Experience record

2008-present	Halcrow Group Limited
2011	UK: Unmet Demand Study Consultant: Project team member of studies conducted on behalf of Southampton, Sunderland, Torbay, Cornwall and Fife . Responsible for organising consultation and surveys, inputting and analysing data for public attitude and trade surveys and creation of mapping outputs highlighting key rank locations and issues.
2011	UK: Area 10 Bus Stops Auditing of bus stops on trunk roads within Area 10 of the network, with the aim to proposing future improvements for the stops.
2010-2011	UK: York Pilot Restricted Parking Zone Following the previous review of signing and lining within York part of the team designing a pilot restricted parking zone in a discrete area of York, presenting to the council with the aim of future submission to DfT.
2010-2011	UK: Monks Cross Masterplan Part of the team developing a masterplan for the development of a new retail area in the Monks Cross area of York, coupled with the development of a new community stadium. Mapping of potential future PT strategy, measuring the impact of existing traffic and proposed development traffic upon the surrounding area, including a review of other similar sites in the area.
2010	UK: Dover Taxi Study Consultant: Responsible for inputting and analysis of public attitude surveys collated for the study.
2010	UK: Pendle Taxi Study Consultant: Organisation and inputting of rank observations and public attitude surveys along with reporting to the council in line with best practice guidance.
2010	UK: Lucite Cassel Transport Statement and Travel Plan TS and TP for development of a new chemical plant on an existing industrial estate, inferring potential public transport improvements and impact of development traffic.
2009-present	UK: HA TA Reviews Reviews of numerous Transport Assessments on behalf of the Highways Agency, to inform on the validity of the information presented. Analysis includes consideration of models produced, junction layouts, accuracy and suitability of data provided and feasibility of assumptions throughout.
2010	UK: York Community Stadium Further Work Key member of project team providing detailed transport appraisal at six potential community stadium sites. Roles included assessment and mapping of impacts for differing development mixes, appraisal of which of these impacts can be accommodated and accepted in line with local strategies and the implications this may have.

- 2009 **UK: Leicester Unmet Demand Study**
 Consultant: Member of the project team involved in the **Leicester** Unmet Demand study, assisting in all aspects of the study including rank observations, inputting and analysis of surveys, consultation and reporting.
- 2009 **UK: York Signing and Lining Review**
 Comprehensive review of signing and lining policy for pedestrianised and restricted zones, combined with a best practice review of other relevant local authorities. Provision of recommendations to York council for a potential future strategy in developing York's pedestrianised zone and the implications in doing so.
- 2009 **UK: Blackburn Public Transport Review**
 Assessment of the value of the existing bus network within the Blackburn with Darwen borough and provision of recommendations for future amendments to improve value.
- Roles included use of GIS and ranking of the existing network, and mapping the impacts of potential future amendments. Creation of subsidy criteria for service removal, benchmarking against other similar authorities.
- Identification of potential solutions in place of existing services following service removal.
- 2009 **UK: Transport for Leeds Package**
 Mapping of impacts and potential solutions for P&R sites in the area. Decision matrix (multi criteria site analysis)
- 2009 **UK: York Community Stadium Strategic Transport Study**
 Strategic study assessing the transport opportunities and constraints associated with 17 possible sites for a new community stadium within the city. Work will be used to select a preferred short list of sites which will be subject to subsequent, more detailed scrutiny.
- 2009 **UK: Poppleton Bar Transport Assessment**
 Review of relevant regional and local planning policies; sustainable access provision; accident analysis, using TRICS software to obtain trip rates, & assessment of VISSIM modelling outputs to assess traffic impact.
- 2009 **UK: Regional Network Report for North East**
 Provide the submission for the Highways Agency's Regional Network Report 2010 for the North East Region. Includes policy review and analysis of current network performance.
- 2009 **UK: East Leeds Parkway Strategic Park & Ride Preliminary Business Case**
 Part of project team preparing an outline business case assessing the potential wider strategic Park & Ride role that could be provided at East Leeds. Tasks include benchmarking against current similar operational sites, assessment of the infrastructure around the proposed site and its feasibility, mapping and analysis of possible impacts and benefits on the SRN, presentation of results to the Highways Agency, with a follow up workshop involving key stakeholders to present the key benefits of such a scheme.

- 2009 **UK: Sand Hutton TA Review**
Review of a Transport Assessment on behalf of the Highways Agency for a proposed car park expansion at a current out of town employment site, investigating highways impacts on the local junctions, and suggested additions/improvements to be made.
- 2009 **UK: Cemetery Road, York**
Consideration of a number of shared space options for Cemetery Road/Fulford Road in York. Phase 1 of this study outlined key issues, perceptions and policy to be addressed in the development of these scheme options.
- 2009 **UK: Commission for Rural Communities**
Policy review identifying changes and impacts in the new Local Transport Act.
- 2009 **UK: Dewsbury Road Transport Assessment Review**
Review of a Transport Assessment on behalf on the Highways Agency. Consideration of models produced, junction layouts, accuracy of data provided and feasibility of the assumptions made, including possible suggestions for improvement.
- 2009 **UK: St Modwen – Whessoe Road**
Junction analysis as part of a Transport Assessment, involving the use of PICADY and ARCADY software packages.
- 2008 **UK: York Subsidised Bus Service Review**
Consultant: Responsible for assessment of the value and possible alternatives to the existing provision of subsidised bus services York. Tasks included benchmarking against similar authorities, analysis of existing subsidy criteria and developing proposals for new criteria highlighting the impacts of service removal, and subsequent solutions to aid the affected areas.
- 2008 **UK: Unmet Taxi Demand Studies**
Consultant: Involvement in numerous unmet demand studies across the UK including, among others, **Leeds, Bath, Southampton, Preston, Edinburgh** and **Scarborough**. Studies involve reviewing existing hackney carriage operations within the relevant authority to advise Councils on the adequacy of their hackney carriage fleet.
Roles involve liaising with temp agencies regarding required survey collections, data input and analysis, background research and key stakeholder consultation in written format and local focus groups.
- 2006-2008 **UK: Data Analyst, EuroDirect**
Member of international product development team. Roles include data acquisition, processing and analysis, maintenance of existing products and research into developing current working methodologies. GIS profile analysis used in completion of customer profile reports.

Liz Richardson

Personal Details

Nationality	British
Profession	Transport Consultant
Specialisation	Taxis, Consultation and Non conventional transport
Position in Firm	Associate
Year of Birth	1976
Years with Firm	9

Key Qualifications

Development of Policy

Strategic Reviews

Experience in a wide range of taxi market work and knowledge of the taxi market.

Experience of stakeholder and community consultation through postal surveys, focus groups, workshops and roadshows.

Skills in data analysis, report writing and presentations.

Experience using a variety of software including Office, SPSS, and statistical packages.

Education and Professional Status

BA(Hons) Environmental Management, University of Leeds
1994-97
Modules included Urban Sustainability, Economics,
Environmental Law
Dissertation: Sustainable Transport in Leeds

Language Ability

English	Mother Tongue
French	Basic

Experience Record

- 2011 **Unmet Demand Survey**
Project Manager
Project Manager for unmet demand studies on behalf of Fife, Wirral, Crawley, Sunderland, Torbay and Cornwall.
- 2010 **Unmet Demand Survey**
Project Director
Project Director for unmet demand study on behalf of Pendle Council.
- 2010 **Unmet Demand Survey**
Project Manager
Project manager for unmet demand studies on behalf of Sefton, Dover, Basingstoke, Doncaster, Peterborough, West Berkshire
- 2009 **Unmet Demand Survey**
Project Manager
Project manager for unmet demand studies on behalf of Braintree, Rochdale, Hull, Southend on Sea, Brighton, Gateshead, Leicester, Oxford, Blackpool, NE Lincolnshire
- 2008 **Leeds City Council – Hackney Carriage Unmet Demand Study**
Project Manager
Year long unmet demand study including consultation, data analysis and reporting.
- 2007 **Hackney Carriage Unmet Demand Study**
Project Manager
Project Manager of Unmet demand studies for Bradford Council, Barnsley Council, Thanet Council, Exeter Council, Manchester Council, Richmondshire Council and Stirling Council.
- 2007 **Unmet Demand Survey – Ellesmere Port & Neston BC**
Unmet demand study including consultation, data analysis and reporting
- 2007 **Provision of Taxi Services in Sheffield – Sheffield City Council**
Study looking into the provision of both hackney and private hire services across Sheffield and the potential for improvement.
- 2007 **Evaluating the impact of the OFT’s 2003 taxi market study – Europe Economics/Office of Fair Trading**
Working alongside an economic consultancy reviewing the changes in the taxi market since the OfT report in 2003. Involved with a survey of local authorities and in depth “after” studies. Package manager of after study 2.
- 2007 **Plymouth Council - Hackney Carriage Unmet Demand Survey**
Project Manager
Unmet Demand survey involving rank observations and consultation. Responsible for client liaison, consultation and the overall management/delivery of the study
- 2006 - 2007 **Bristol City Council -Bristol Taxis Unmet Demand Study**
Project Manager
Unmet Demand survey involving rank observations and consultation. Responsible for client liaison, consultation and the overall management/delivery of the study

LIZ RICHARDSON

- 2006 -2007 **Brighton & Hove Council - Hackney Carriage Unmet Demand Survey
Project Manager**
Unmet Demand survey involving rank observations and consultation. Responsible for client liaison, consultation and the overall management/delivery of the study.
- 2006 **Taxi Regulator - Taxi Regulation In Ireland
Project manager**
Project Manager of this study working alongside an economic consultant and the Taxi Regulator. The study aimed to review a number of options for improving driving and customer service standards in Ireland
- 2006 **Hackney Carriage Unmet Demand Survey
Project manager**
Project Manager of Unmet Demand studies for Thurrock council, Trafford Council, Southampton Council and Leicester Council. Surveys involved rank observations and consultation. Responsible for client liaison, consultation and the overall management/delivery of the studies.
- 2006 **Leicester City Council - Conditions of Fitness Review
Project Manager**
Project Manager of this comprehensive review of Leicester's conditions of fitness.
- 2005 **Watford Borough Council – Consultation re de restriction
Project Manager**
Consultation study which sought to gain views as to proposed changes to hackney carriage licence conditions following de restriction
- 2005 **Cherwell Borough Council –Hackney Carriage Unmet Demand Study
Project Manager**
Unmet demand study. Responsible for client liaison, consultation and the overall management/delivery of the study.
- 2005 **Lancaster City Council – Rural Car Club Feasibility
Project Manager**
Study reviewing the feasibility of a car club in Lancaster. The study involved a review of best practice and consultation with potential users through face to face surveys and focus groups
- 2005 **GMPTE – Taxi Voucher Research
Project Manager**
Review of GMPTE's concessionary taxi voucher scheme involving consultation with users and an appraisal of other comparative schemes
- 2005 **Wolverhampton City Council – Advice on de restriction of the
hackney carriage market
Project Manager**
Consultation and analysis of the effect of removing the numerical limit on the number of hackney carriage vehicles.
- 2004 **GMPTE – Good Practice in Travel Training
Project Manager**
Development of a good practice guide in Independent Travel Training. This involved consultation with users, providers and funders.
- 2004 **Gloucester ' Taxi Link'**
Development of a Business Plan for the implementation of this shared taxi and taxi bus scheme in Gloucestershire

- 2003 **Wakefield Community/Flexible Transport Strategy**
Development of a community transport strategy with a view to establishing the need for and ways of developing the community transport sector in the Wakefield Metropolitan District. Consultation with the public and stakeholders. This involved a review of the existing public transport network identifying areas of congestion and patronage decline.
- 2003 **Best Value for Wirral – Project Manager**
Review of Taxi Licensing department and Consultation with the public and taxi trades on the service they receive.
- 2003 **Office of Fair Trading – Impact of Regulation on Taxis
Project Manager**
Review of the regulation of taxis and the costs and benefits to consumers of restriction. Consultation with licensing officers across the UK. Included unmet demand studies in Sheffield and Cambridge
- 2002 **Sheffield City Council – Transport Brokerage
Project Manager**
Responsible for the feasibility study for the development of a non commercial transport brokerage (minibus sharing scheme) across the city of Sheffield. The study involved a desk top review of current brokerage practice, consultation with users and analysis of current non commercial transport.
- 2002-2003 **Department for Transport – Barriers to Flexible Taxi Services
Project Manager**
This national study involved a comprehensive consultation period with taxi licensing officers, taxi trades and the public to look at the reasons for the slow development of taxibus and taxi sharing schemes
- 2002-2005 **Countryside Agency – Specialist Advisers
Project Manager**
Responsible for providing specialist advice to Rural Transport Partnerships and Parish councils across the North of England on all aspects of conventional and unconventional rural transport projects.
- 2002-ongoing **City of York Council – Development of Action plan**
Responsible for consulting rural residents of York through ward committees and focus groups on rural transport issues. Responsible for the development of a Rural Transport Action Plan prioritising transport need and developing experimental projects across the study area.
- 2000-2002** **North Yorkshire County Council**
Rural Transport Partnership Officer
- 1999 - 2000** **Yorkshire Evening Post**
Media Account Manager
Responsible for the account management of local companies' advertising, and the generation of new business
- 1998 – 1999** **Pearl Assurance**
Financial Services agent with a leading home service financial services provider

