

Ministerial Correspondence Unit

T: 0131-244 4000
E: CorrespondenceUnit@gov.scot



[REDACTED]
93 George Street
EDINBURGH
EH2 3ES

Your ref:
Our ref: 2016/0017017
2 June 2016

Dear [REDACTED]

Thank you for your invitation to Keith Brown received on 2 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
Ministerial Correspondence Unit

From: [REDACTED]
Sent: 26 July 2016 11:09
To: Cabinet Secretary for Economy, Jobs and Fair Work
Subject: Strategic Assessment of Markets in Scotland

Dear Mr Brown,

I am writing to you following the publication of the Scottish Government's Strategic Assessment of Markets in Scotland. We launched in Glasgow and Edinburgh late last year to provide more transport choices in these cities, and since then people have taken hundreds of thousands of trips with Uber. At the same time, we are creating economic opportunities for hundreds of partner-drivers who value the flexibility that comes with driving on the platform.

Among many relevant areas to discuss, we note the Strategic Assessment's emphasis on access to affordable and reliable public transport. The service we provide is complementary to a range of transport options. Indeed, a popular reason for passengers to take an Uber is to get to or from their nearest train station, bus or tram stop - and where such options are unavailable, Uber often works best in filling in the gaps in hard-to-reach areas that are underserved by public transport, so opening up the less accessible parts of a city and making them more liveable.

We are keen to work together to help ensure Scotland has a regulatory regime which encourages competition, sets a level playing field for competing businesses, and ultimately drives up standards for the benefit of all people across Scotland. As a next step, we would be delighted to meet to learn more about your priorities and discuss our Scottish plans in greater detail. I look forward to hearing from you.

Kind regards,

[REDACTED]

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[REDACTED] Scotland and the North East

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Ministerial Correspondence Unit



Scottish Government
Riaghaltas na h-Alba
gov.scot

T: 0131-24 [REDACTED]
E: CorrespondenceUnit@gov.scot

[REDACTED]
UBER

Your ref:
Our ref: 2016/0025362
4 August 2016

Dear [REDACTED]

Thank you for your invitation to Kelth Brown received on 4 August 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
[REDACTED]
Ministerial Correspondence Unit

Cabinet Secretary for Economy, Jobs and Fair Work
Keith Brown MSP



Scottish Government
Riaghaidh na h-Alba
gov.scot

T: 0300 244 [redacted]
E: scottish.ministers@gov.scot

[redacted]

Email: [redacted]

Our ref: 2016/0025362

24 August 2016

Dear [redacted]

Thank you for your correspondence of 26 July inviting Keith Brown, Cabinet Secretary for Economy, Jobs and Fair Work to meet with you.

Unfortunately, on this occasion Mr Brown is unable to accept your kind invitation due to considerable diary pressures at this time. However, he is aware that you have been in contact with his officials within the Consumer and Competition Policy Unit and met with them on 25 August to discuss shared priorities.

Yours Sincerely

[redacted signature block]
PP



Cabinet Secretary for Economy, Jobs and Fair Work
Keith Brown MSP



Scottish Government
Riaghaltas na h-Alba
gov.scot

T: 0300 244 [REDACTED]
E: scottish.ministers@gov.scot

[REDACTED]
Uber
[REDACTED]

March 2017

Scottish Expert Advisory Panel on the Collaborative Economy

We are writing to invite you to become a member of the short life independent Scottish Expert Advisory Panel on the Collaborative Economy. You have been invited to join the Panel because of your expertise and understanding of the collaborative economy and its impact on competition, regulation and wider economic and social issues. The opportunities and challenges these new collaborative business models is an area of growing interest in Scotland.

The Panel's purpose is to provide advice, expertise and experience to on-going policy development on the collaborative economy and to make recommendations to Scottish Ministers on how Scotland can position itself to take advantage of the opportunities of the collaborative economy and overcome any regulatory, economic and social challenges. We would like your important contribution to into policy development in Scotland on this emerging sector.

Helen Goulden, Executive Director at Nesta has been appointed by the Cabinet Secretary for Economy, Jobs and Fair Work to Chair the Scottish Expert Advisory Panel for the Collaborative Economy. She leads their Innovation Lab, which has a broad focus and supports innovation in a variety of sectors including the collaborative economy. It is intended that the Panel will deliver their report to Scottish Ministers by December 2017. Membership of the Panel will involve a commitment of approximately seven meetings held between May and November 2017, with each session expected to last no more than half a day. The first meeting will be held in the Scottish Government building at 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU between 13:00 – 15:00 on Thursday 6 May.

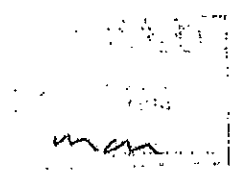
Scottish Government work to date has identified that the Panel should consider how to:

- ensure that regulation is fit for purpose and that an appropriate balance is struck to allow competition to flourish;
- protect and empower consumers and identify clear routes to redress;
- support Scotland's business base to digitally transform and compete in the evolving market place; and
- ensure that the wider economic, social and community impacts, including taxation, social inclusion and employment conditions, are understood.

We would be grateful if you could confirm if you are able to accept this invitation to join the Panel by 7 April 2017 to the Panel's secretariat, either by email to [REDACTED] or by phone on [REDACTED]. He would be happy to answer any questions you may have in the meantime.

Keith Brown
Cabinet Secretary

Helen Goulden
Executive Director



93 George Street, Edinburgh EH2 3ES

Paul Wheelhouse MSP
St. Andrew's House
Regent Road
Edinburgh
EH1 3DG

27 May 2016

Dear Mr Wheelhouse,

Congratulations on your appointment as Minister for Business, Innovation and Energy. I wanted to take this opportunity to introduce you to Uber and our operations in Scotland; and give you some information on how we can help to grow Scotland's economy, creating new economic opportunities.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities.

People in Scotland have already taken hundreds of thousands of trips on the Uber platform. They are served by hundreds of Uber partner-drivers – self-employed individuals who are licensed by their local authority as private hire drivers and make money driving on the Uber platform. These partner-drivers take advantage of the unprecedented economic opportunity provided by Uber to support themselves and their families on their own terms.

We are creating economic opportunities for those who need it the most. In France, 22 per cent of Uber partners were unemployed prior to joining the app. Of these, 44 per cent had been jobless for at least a year. (We are hoping to undertake a similar economic study in Scotland soon).

Our technology means we are able to introduce new features that make people feel safer, whilst improved efficiency means we can give people more choice about how they get around.

As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature block]

[Redacted name] Uber Scotland

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]
E: CorrespondenceUnit@gov.scot



[REDACTED]
Uber Scotland
93 George Street
EDINBURGH
EH2 3ES

Your ref:
Our ref: 2016/0016946
2 June 2016

Dear [REDACTED]

Thank you for your invitation to Paul Wheelhouse received on 2 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
Ministerial Correspondence Unit

From: [REDACTED]
Sent: 26 July 2016 11:10
To: Minister for Business, Innovation and Energy
Subject: Strategic Assessment of Markets in Scotland

Dear Mr Wheelhouse,

I am writing to you following the publication of the Scottish Government's Strategic Assessment of Markets in Scotland. We launched in Glasgow and Edinburgh late last year to provide more transport choices in these cities, and since then people have taken hundreds of thousands of trips with Uber. At the same time, we are creating economic opportunities for hundreds of partner-drivers who value the flexibility that comes with driving on the platform.

Among many relevant areas to discuss, we note the Strategic Assessment's emphasis on access to affordable and reliable public transport. The service we provide is complementary to a range of transport options. Indeed, a popular reason for passengers to take an Uber is to get to or from their nearest train station, bus or tram stop - and where such options are unavailable, Uber often works best in filling in the gaps in hard-to-reach areas that are underserved by public transport, so opening up the less accessible parts of a city and making them more liveable.

We are keen to work together to help ensure Scotland has a regulatory regime which encourages competition, sets a level playing field for competing businesses, and ultimately drives up standards for the benefit of all people across Scotland. As a next step, we would be delighted to meet to learn more about your priorities and discuss our Scottish plans in greater detail. I look forward to hearing from you.

Kind regards,

[REDACTED]

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Ministerial Correspondence Unit



T: 0131-244 [REDACTED]
E: CorrespondenceUnit@gov.scot

[REDACTED]
Uber

Our ref: 2016/0024758
29 July 2016

Dear [REDACTED]

Thank you for your letter to Paul Wheelhouse regarding Strategic Assessment of Markets in Scotland received on 29 July 2016.

Your letter has been passed to the relevant office for response or appropriate action. The Scottish Government aims to respond to you within 20 working days. Where this is not possible, we will endeavour to keep you updated on the progress of your response.

Yours sincerely

[REDACTED]

Ministerial Correspondence Unit

48

MCP



93 George Street, Edinburgh EH2 3ES

John Swinney MSP
St. Andrew's House
Regent Road
Edinburgh
EH1 3DG

OFFICE
27 2018
DIARY
OFFICE

27 May 2018

Dear Mr. Swinney,

Congratulations on your re-appointment as Deputy First Minister of Scotland and your appointment as Cabinet Secretary for Education and Skills. I wanted to get in touch following the Scottish Government's launch of a consultation on taxi and private hire car licensing, and to take this opportunity to introduce you to Uber and our operations in Scotland.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities. The recently launched consultation is a recognition that modern cities are changing fast, and that there is a real opportunity to make sure that technology is harnessed to make Scotland's cities safer, fairer and more liveable.

Our technology means we are able to introduce new features that make people feel safer, whilst improved efficiency means we can give people more choice about how they get around. And as we grow, we will create new economic opportunities for hundreds of people in Scotland over the course of this year alone.

People in Scotland have already taken hundreds of thousands of trips on the Uber platform. They are served by hundreds of Uber partner-drivers – self-employed individuals who are licensed by their local authority as private hire drivers and make money driving on the Uber platform. These partner-drivers take advantage of the unprecedented economic opportunity provided by Uber to support themselves and their families on their own terms.

We are creating economic opportunities for those who need it the most. In France, 22 per cent of Uber partners were unemployed prior to joining the app. Of these, 44 per cent had been jobless for at least a year. (We are hoping to undertake a similar economic study in Scotland soon).

As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature]

[Redacted name]
Uber Scotland

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]
E: CorrespondenceUnit@gov.scot



Mr [REDACTED]
Uber
93 George Street
EDINBURGH
EH2 3ES

Your ref:
Our ref: 2016/0018731
10 June 2016

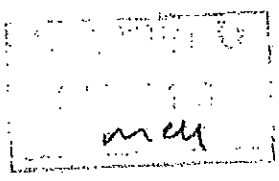
Dear [REDACTED]

Thank you for your invitation to John Swinney received on 10 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
Ministerial Correspondence Unit



93 George Street, Edinburgh EH2 3ES

Jamie Hepburn MSP
St. Andrew's House
Regent Road
Edinburgh
EH1 3DG

27 May 2016

Dear Mr Hepburn,

Congratulations on your appointment as Minister for Employability and Training. I wanted to take this opportunity to introduce you to Uber and our operations in Scotland, and give you some information on how we can help to grow Scotland's economy and create new economic opportunities.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities.

People in Scotland have already taken hundreds of thousands of trips on the Uber platform. They are served by hundreds of Uber partner-drivers -- self-employed individuals who are licensed by their local authority as private hire drivers and make money driving on the Uber platform. These partner-drivers take advantage of the unprecedented economic opportunity provided by Uber to support themselves and their families on their own terms.

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As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature block]

[Redacted name] Uber Scotland

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]
E: CorrespondenceUnit@gov.scot



M [REDACTED]
Uber
93 George Street
EDINBURGH
EH2 3ES

Your ref:
Our ref: 2016/0017301
3 June 2016

Dear [REDACTED]

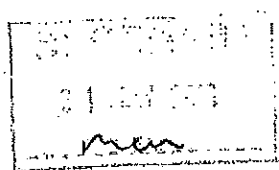
Thank you for your invitation to Jamie Hepburn received on 3 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Ministerial Correspondence Unit

[Handwritten signature]



93 George Street, Edinburgh EH2 3ES

Fiona Hyslop MSP
St. Andrew's House
Regent Road
Edinburgh
EH1 3DG

27 May 2016

Dear Ms Hyslop,

Congratulations on your appointment as Cabinet Secretary for Culture, Tourism and External Affairs. I wanted to take this opportunity to introduce you to Uber and our operations in Scotland.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities.

People in Scotland have already taken hundreds of thousands of trips on the Uber platform. They are served by hundreds of Uber partner-drivers - self-employed individuals who are licensed by their local authority as private hire drivers and make money driving on the Uber platform. These partner-drivers take advantage of the unprecedented economic opportunity provided by Uber to support themselves and their families on their own terms.

Our technology means we are able to introduce new features that make people feel safer, whilst improved efficiency means we can give people more choice about how they get around. And as we grow, we will create new economic opportunities for hundreds of people in Scotland over the course of this year alone.

As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature]

[Redacted name]
Uber Scotland

RECEIVED
31 MAY 2016
Cab Sec for Culture,
Tourism & External Affairs.

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]
E: CorrespondenceUnit@gov.scot



[REDACTED]
UBER
93 George Street
EDINBURGH
EH2 3ES

Your ref:
Our ref: 2016/0017082
2 June 2016

Dear [REDACTED]

Thank you for your invitation to Fiona Hyslop received on 2 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
[REDACTED]
Ministerial Correspondence Unit

JUSTICE
- 3 JUN 2016
PRIVATE OFFICE



93 George Street, Edinburgh EH2 3ES

Annabelle Ewing MSP
St. Andrew's House
Regent Road
Edinburgh
EH1 3DG

27 May 2016

Dear Ms Ewing,

Congratulations on your appointment as Minister for Community Safety and Legal Affairs. I wanted to get in touch following the Scottish Government's launch of a consultation on taxi and private hire car licensing, and to take this opportunity to introduce you to Uber and our operations in Scotland.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities.

The recently launched consultation is a recognition that modern cities are changing fast, and that there is a real opportunity to make sure that technology is harnessed to make Scotland's cities safer, fairer and more liveable.

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As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for *all* their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature]

MCU

[Redacted name] Uber Scotland

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]
E: CorrespondenceUnit@gov.scot



[REDACTED]
Uber
93 George Street
EDINBURGH
EH2 3ES

Our ref: 2016/0018774
13 June 2016

Dear [REDACTED]

Thank you for your invitation to Annabelle Ewing received on 13 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
[REDACTED]
Ministerial Correspondence Unit

DIMPY



83 George Street, Edinburgh EH2 3ES

Angela Constance MSP
St. Andrew's House
Regent Road
Edinburgh
EH1 3DG

27 May 2016

Dear Ms Constance,

Congratulations on your appointment as Cabinet Secretary for Communities, Social Security and Equalities. I wanted to take this opportunity to introduce you to Uber and our operations in Scotland.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities.

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Regards,



Uber Scotland

Ministerial Correspondence Unit

T: 0131-244 4000
E: CorrespondenceUnit@gov.scot



[REDACTED]
Uber
93 George Street
EDINBURGH
EH2 3ES

Our ref: 2016/0017228
2 June 2016

Dear [REDACTED]

Thank you for your invitation to Angela Constance received on 2 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]
Ministerial Correspondence Unit

[Redacted]

From: [Redacted]
Sent: 05 February 2015 11:13
To: [Redacted]
Subject: Digital Champions Development Programme

[Redacted]

Hope you are well. I am developing further cohorts of the Digital Champions Development Programme and am looking to confirm speakers. I am hoping that you will be able to come along on the following dates and talk the new champions.

Cohort Three 26 June
Cohort Four 27 July

Many thanks

[Redacted]

[Redacted] | Digital Public Services & Business Transformation | Scottish Government | Area 1G North | Victoria Quay | Edinburgh | EH6 6QQ | [Redacted] | Twitter: @digitalscots

[REDACTED]

From: [REDACTED]
Sent: 13 August 2015 14:37
To: [REDACTED]
Subject: RE: Digital Champions Development Programme

Hi [REDACTED]

That's no problem - have put in diary. Please could you send me full agenda for both days so I can get context right. And also list of attendees to help me prep

Thanks

[REDACTED]

From: [REDACTED].uk [REDACTED]
Sent: 13 August 2015 10:50
To: [REDACTED]
Subject: RE: Digital Champions Development Programme

[REDACTED]
Apologies for the delay in getting back to you and not contacting you sooner.

If you are available for the morning on 26 August and 2 September to present to the Digital Champions, if you could make a slot from 10 – 11:30?

Venues – 26 August, Royal College of Physicians, Queen St, Edinburgh,
2 September, Visit Scotland, Ocean Point, Leith.

Theme for the day is Participation & Skills with objectives of the session for the digital champions –

- You will have an understanding on the role of Digital Leadership in transforming our digital public services.
- You will have explored our understanding of the new demands on our workforce and how we as leaders can address them.

It would be great if you could make these days if the times don't work please let me know if you have any availability on the dates that I could rework the agenda to fit.

Regards and thanks

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Think about shutting down & switch off your PC and monitor when you are away to lunch or at a meeting.

From: [REDACTED]
Sent: 12 August 2015 12:20

To: [REDACTED]
[REDACTED] Development Programme

Hi [REDACTED] I'm good, hope you are well.
I moved posts a few months back but have copied [REDACTED] in who has taken over the DC's
Thanks
[REDACTED]

From: [REDACTED]
Sent: 12 August 2015 12:11
To: [REDACTED]
Subject: RE: Digital Champions Development Programme

Hi [REDACTED]
Hope all well. Just trying to prep for a hectic month ahead - have you got info for these two days please?
Thanks
[REDACTED]

From: [REDACTED]
Sent: 23 February 2015 11:29
To: [REDACTED] <[REDACTED]>
Subject: RE: Digital Champions Development Programme

Hi
Can we forget the 5 August and do the 26 August and the 2 September please, that way both cohorts doing the same thing
Will be in touch nearer the time, with venue's etc.
Thank you
[REDACTED]

[REDACTED] on [REDACTED]
[REDACTED] at [REDACTED]
[REDACTED] s [REDACTED] of [REDACTED]

[REDACTED] k]
Sent: 23 February 2015 09:27
To: [REDACTED]
Subject: RE: Digital Champions Development Programme

Right
27 July is now 5 August, that is ok for me so I have moved it in my diary
26 August I can do
2 September is harder for me but I can make it work if you let me know soon
Let me know asap and I will lock them down!!!
[REDACTED]

From: [redacted] [redacted].uk [redacted] [redacted].uk]

Sent: 19 February 2015 17:04

To: [redacted]

Subject: RE: Digital Champions Development Programme

Hi
The 27th July is now 5th August just to confuse matters!
In terms of the other options as soon as possible, I am trying to sort the programmes well in advance, but totally understand you won't necessary have sorted all leave yet

[redacted] [redacted] Digital Public Services & Business Transformation | Scottish Government | Area 1G North | Victoria Quay | Edinburgh | EH6 6QQ | [redacted] [redacted] Twitter: @digitalscots | www.gov.scot

From: [redacted]
Sent: 19 February 2015 15:38
To: [redacted]
Subject: RE: Digital Champions Development Programme

Good question. Depends on leave plans - will get back to you. When do you need to know by?

From: [redacted]
Sent: 16 February 2015 12:52
To: [redacted]
Subject: RE: Digital Champions Development Programme

Hi
Just to be a pest but in order to try and keep both cohorts the same I am looking at rejigging the programme, so how are you placed for the 26 August and 2 September? This could replace the 27 July potentially

Thanks

[redacted] [redacted] | [redacted] [redacted] [redacted] | Digital Public Services & Business Transformation | Scottish Government | Area 1G North | Victoria Quay | Edinburgh | EH6 6QQ | [redacted] [redacted] Twitter: @digitalscots

From: [redacted]
Sent: 05 February 2015 13:14

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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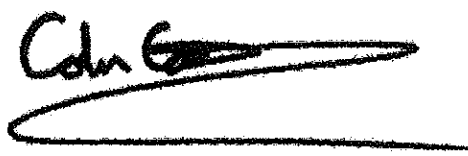
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[Redacted]

From: Director Digital
Sent: 09 December 2016 15:35
To: [Redacted]
Subject: FW: Digital Scotland <> Uber - ON ONE NOTE - 13 JAN

I know that I am sending a pile of diary requests, but I would be keen to do this
I



Acting Director
Digital Directorate
Victoria Quay
EDINBURGH
EH6 6QQ

[Redacted]
director.digital@gov.scot
[Redacted]

From: [Redacted]
Sent: 01 December, 2016 9:42 AM
To: Director Digital
Subject: Fwd: Digital Scotland <> Uber

Resending to directordigital@gov.scot just in case!

----- Forwarded message -----

From: [Redacted]
Date: 1 December 2016 at 09:39
Subject: Digital Scotland <> Uber
To: [Redacted]

Hi Colin

Congrats again. Let's find some time to swap notes - when might suit?

Speak soon

[Redacted]



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From: [REDACTED]
Sent: 16 January 2017 17:11
To: Director Digital
Subject: Scottish Government Digital + Uber

Hi Colin

Good seeing you on Friday and congratulations again on the new job - good news that you are on the case when it comes to all things digital (even if the whiteboard was a bit daunting!).

As discussed it would be great to convene a session to give a range of senior colleagues from across SG an overview of Uber, and to set the scene for some more focused follow ups on specific topics with different people / teams.

Things that we might look to cover at the big picture level:

- Uber 101 for drivers and riders
- Licensing digitisation and reform
- APIs and opportunities for integrations with public transport
- Cost-saving opportunities for public sector ground transport
- Big data, insights and analytics
- Future of urban mobility (including electric vehicles and self-driving)
- Inclusion, including accessible vehicles, mobility for older people and digital skills

I think we'd get a lot out of a couple of hours with the right people, so do let me know your thoughts and we can get a date in the diary and an invite out.

All the best and speak soon

[REDACTED]



[REDACTED]
[REDACTED]
[REDACTED] uber.com

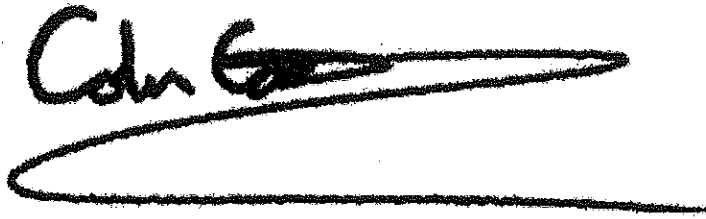
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From: Director Digital
Sent: 05 June, 2017 5:32 PM
To: [REDACTED]
Subject: RE: Uber introductions

Thanks. Look forward to it



Colin Cook
Director Digital
Area 1G North, Victoria Quay
EDINBURGH
EH6 6QQ
Telephone: [REDACTED]
Mobile: [REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: 05 June, 2017 4:59 PM
To: Director Digital
Subject: Re: Uber introductions

Hello - good to be introduced.

Feel free to get me on [REDACTED] too.

Looking forward to keeping in touch.

Best
[REDACTED]

On 5 June 2017 at 16:04, [REDACTED] wrote:
Dear Colin,

I hope this finds you well. This is just a brief note to introduce you to [REDACTED] who is

part of the Uber policy team and will be your main point of contact here from now on. Please send [REDACTED] any messages you would previously have directed to me, and update your address book accordingly. I've included him on the CC line for this email, and you can reach him at [REDACTED]

Regards,

[REDACTED]



[REDACTED]
[REDACTED]
[REDACTED].com

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From: [REDACTED]
Sent: 05 April 2017 09:36
To: [REDACTED]
Subject: FW: Follow-up to Scottish Government / Transport Scotland / Uber session

[REDACTED]

Thanks for the copy

[REDACTED]

May be of interest

Kind regards

●

From: [REDACTED]
Sent: 04 April 2017 19:34
To: [REDACTED]
Subject: FW: Follow-up to Scottish Government / Transport Scotland / Uber session

Not studied yet but sharing in case of interest.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Transport Scotland, Victoria Quay, Edinburgh EH6 6QQ



From: [REDACTED]
Sent: 10 March 2017 17:35
To: [REDACTED]
Cc: [REDACTED]
Subject: Follow-up to Scottish Government / Transport Scotland / Uber session

Dear all (including those unable to attend),

It was great to meet on Tuesday for a productive session. I hope you found it useful.

I promised to follow up with a few items:

- Uber Movement microsite to give you a better sense of how the tool works and how it can help cities in a variety of ways. We will keep you posted on progress with bringing it to the UK.
- For an overview of select transport partnerships, I want to share with you our recent submission to the urban congestion inquiry being run by the Transport Select Committee in Westminster (attached). It covers a range of topics relevant to the discussion, as well as highlighting some of our partnerships - for even more detail on them beyond what is in the document, they are easily searchable online by googling Uber + Newsroom + [name of partner], or I will be happy to contact the team involved.
- Summary of our recently-announced package of initiatives to help ensure partner-drivers get the most out of their experience with Uber. There will be more to come on that front...

In the meantime, please don't hesitate to get in touch if you want to explore how we might work together more formally in future. It was clear there may be many opportunities to do so - [redacted] and I will give it some thought too.

Have a great weekend.

[redacted]

--

[redacted]
[redacted]
[redacted] | [redacted] | [redacted]

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From: [REDACTED]
Sent: 09 June 2017 17:21
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Uber Introductions

Thanks, [REDACTED] Will do.

[REDACTED]
[REDACTED]
Transport Policy Directorate
[REDACTED]
[REDACTED]
transport.gov.scot

Transport Scotland, Victoria Quay, Edinburgh EH6 6QQ



Transport Scotland, the national transport agency
Còmhdaill Alba, buidheann nàiseanta na còmhdaill

*Our logo may not display properly on some computer systems

From: [REDACTED]
Sent: 05 June 2017 16:05
To: [REDACTED]
Cc: [REDACTED]
Subject: Uber Introductions

Dear [REDACTED]

I hope this finds you well. This is just a brief note to introduce you to [REDACTED] who is part of the Uber policy team and will be your main point of contact here from now on. Please send [REDACTED] any messages you would previously have directed to me, and update your address book accordingly. I've included him on the CC line for this email, and you can reach him at [REDACTED]

Regards,

[REDACTED]

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From: [REDACTED]
Sent: 28 July 2016 14:12
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Strategic Assessment of Markets in Scotland

Hi [REDACTED]

Thank you for your e-mail.

Next week will be my final week in the Competition Policy team before I move on to a new role within the Scottish Government. I have forwarded your e-mail to my colleague [REDACTED] who will be in contact soon to discuss the potential for a meeting.

Best regards

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Scottish Government, Directorate for Economic Development, 3rd Floor, 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU.

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]
Sent: 26 July 2016 11:09
To: [REDACTED]
Cc: [REDACTED]
Subject: Strategic Assessment of Markets in Scotland

Dear [REDACTED]

I am writing to you following the publication of the Scottish Government's Strategic Assessment of Markets in Scotland. We launched in Glasgow and Edinburgh late last year to provide more transport choices in these cities, and since then people have taken hundreds of thousands of trips with Uber. At the same time, we are creating economic opportunities for hundreds of partner-drivers who value the flexibility that comes with driving on the platform.

Among many relevant areas to discuss, we note the Strategic Assessment's emphasis on access to affordable and reliable public transport. The service we provide is complementary to a range of transport options. Indeed, a popular reason for passengers to take an Uber is to get to or from their nearest train station, bus or tram stop - and where such options are unavailable, Uber often works best in filling in the gaps in hard-to-reach areas that are underserved by public transport, so opening up the less accessible parts of a city and making them more liveable.

We are keen to work together to help ensure Scotland has a regulatory regime which encourages competition, sets a level playing field for competing businesses, and ultimately drives up standards for the benefit of all people across Scotland. As a next step, we would be delighted to meet to learn more about your priorities and discuss our Scottish plans in greater detail. I look forward to hearing from you.

Kind regards,

[Redacted]

[Redacted]

[Redacted]

[Redacted] | uber.com

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[REDACTED]

From: [REDACTED]
Sent: 19 July 2017 12:10
To: [REDACTED]
Subject: FW: Strategic Assessment of Markets in Scotland

[REDACTED]

From: [REDACTED]
Sent: Monday, August 15, 2016 8:32 AM
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Strategic Assessment of Markets in Scotland

Hi [REDACTED]

The meeting will be in Europa Building, 450 Argyle Street, Glasgow, G2 8LG at 2 pm. Please ask for myself at the reception and I will collect you.

Regards

[REDACTED]
Consumer & Competition Unit
[REDACTED]

From: [REDACTED]
Sent: 12 August 2016 09:44
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Strategic Assessment of Markets in Scotland

That would be great. Which building are you in? [REDACTED]



[REDACTED]
[REDACTED] | uber.com

On 12 August 2016 at 09:02, [REDACTED] wrote:

Great – lets go for the 25 August then. Does 2pm work for you??

Cheers

[Redacted]

[Redacted]

[Redacted]

Consumer and Competition Policy Unit

Scottish Government

Te [Redacted]
Blackberry [Redacted]

From: [Redacted]
Sent: 11 August 2016 21:46
To: [Redacted]
Cc: [Redacted]

Subject: Re: Strategic Assessment of Markets in Scotland

Hi [Redacted]

No problem. 25 August in Glasgow still works for me. Early afternoon?

[Redacted]



[Redacted] | uber.com

On 11 August 2016 at 15:46, [REDACTED] wrote:

Hi [REDACTED] – sorry for the delay in replying. Is 25 August in Glasgow still ok for you – myself and my colleague [REDACTED] are free to meet if this still works for you.

Cheers

[REDACTED]

[REDACTED]

[REDACTED]

Consumer and Competition Policy Unit

Scottish Government

Tel: [REDACTED]
Blackberry [REDACTED]

From: [REDACTED]
Sent: 04 August 2016 18:13

To: [REDACTED]
Cc: [REDACTED]

Subject: Re: Strategic Assessment of Markets in Scotland

I'm afraid neither of those work for me. In Glasgow on Thu 25th if that's a possibility? [REDACTED]



[REDACTED] Scotland and the North East
[REDACTED] | uber.com

On 4 August 2016 at 08:14, [REDACTED] wrote:

Hi [REDACTED]

Unfortunately I'm on leave next week but we could do the Tuesday 23rd or Wednesday 24th in Glasgow if either of those suit?

Thanks

[REDACTED]

From: [REDACTED]

Sent: 03 August 2016 21:41

To: [REDACTED]

Cc: [REDACTED]

Subject: Re: Strategic Assessment of Markets in Scotland

Hi [REDACTED]

Fantastic. I've got time next week in Glasgow on Tuesday afternoon, or Edinburgh on Thursday afternoon - would either of those suit?

Best

[REDACTED]



[REDACTED] Scotland and the North East

[REDACTED] | uber.com

On 3 August 2016 at 13:49, [REDACTED] wrote:

Hi [REDACTED]

We would be happy to meet to discuss the strategic assessment. When would you be available to meet?

Thanks

[REDACTED]

From: [REDACTED]
Sent: 01 August 2016 16:47
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Strategic Assessment of Markets in Scotland

Thanks [REDACTED] and best wishes for the new role (going anywhere exciting?)

[REDACTED] - look forward to speaking soon

[REDACTED]



[REDACTED] Scotland and the North East
[REDACTED] | uber.com

On 28 July 2016 at 14:11, [REDACTED] wrote:

Hi [REDACTED]

Thank you for your e-mail.

Next week will be my final week in the Competition Policy team before I move on to a new role within the Scottish Government. I have forwarded your e-mail to my colleague [REDACTED] who will be in contact soon to discuss the potential for a meeting.

Best regards

[REDACTED]

[REDACTED]

[REDACTED]

Consumer and Competition Policy Unit

The Scottish Government, Directorate for Economic Development, 3rd Floor, 5 Atlantic Quay, 150 Broomielaw, Glasgow, G2 8LU.

Extension: [REDACTED]

Telephone: [REDACTED]

Mobile: [REDACTED]

From: [REDACTED]
Sent: 26 July 2016 11:09
To: [REDACTED]
Cc: [REDACTED]
Subject: Strategic Assessment of Markets in Scotland

Dear [REDACTED]

I am writing to you following the publication of the Scottish Government's Strategic Assessment of Markets in Scotland. We launched in Glasgow and Edinburgh late last year to provide more transport choices in these cities, and

since then people have taken hundreds of thousands of trips with Uber. At the same time, we are creating economic opportunities for hundreds of partner-drivers who value the flexibility that comes with driving on the platform.

Among many relevant areas to discuss, we note the Strategic Assessment's emphasis on access to affordable and reliable public transport. The service we provide is complementary to a range of transport options. Indeed, a popular reason for passengers to take an Uber is to get to or from their nearest train station, bus or tram stop - and where such options are unavailable, Uber often works best in filling in the gaps in hard-to-reach areas that are underserved by public transport, so opening up the less accessible parts of a city and making them more liveable.

We are keen to work together to help ensure Scotland has a regulatory regime which encourages competition, sets a level playing field for competing businesses, and ultimately drives up standards for the benefit of all people across Scotland. As a next step, we would be delighted to meet to learn more about your priorities and discuss our Scottish plans in greater detail. I look forward to hearing from you.

Kind regards,

[Redacted signature]

[Redacted name]



[Redacted] Scotland and the North East
[Redacted] | uber.com

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[REDACTED]

From: [REDACTED]
Sent: 19 July 2017 12:09
To: [REDACTED]
Subject: FW: Letter from Keith Brown, MSP, Cabinet Secretary for Economy, Jobs and Fair Work

[REDACTED]
Consumer, Competition and Regulatory Policy
[REDACTED]

From: [REDACTED]
Sent: Friday, March 24, 2017 3:37 PM
To: [REDACTED]
Subject: RE: Letter from Keith Brown, MSP, Cabinet Secretary for Economy, Jobs and Fair Work

Cheers you too!

[REDACTED]
Consumer and Competition Policy Unit
[REDACTED]

From: [REDACTED]
Sent: Friday, March 24, 2017 3:35 PM
To: [REDACTED]
Subject: Re: Letter from Keith Brown, MSP, Cabinet Secretary for Economy, Jobs and Fair Work

Thanks [REDACTED] Have a great weekend and speak soon. [REDACTED]



[REDACTED] | uber.com

On 24 March 2017 at 14:33, [REDACTED] wrote:

Hi [REDACTED]

I am very well thanks, hope that you are too. That's great news that you are able to accept the invitation and look forward to seeing you on 4 May. Unfortunately I am unable to confirm the other panel members at this stage as not all have responded. Once they have I will be able to share

these details. We are planning to do some media around this next month and I will of course be in touch in advance to alert members.

I thought it would be useful to provide the dates of the rest of the panel sessions. Locations are still to be confirmed but likely to be either Glasgow or Edinburgh.

- Thursday 4 May, 1-3 pm
- Wednesday 7 June, 12-4 pm
- Wednesday 26 July, 12-4 pm
- Thursday 31 August, 12-4 pm
- Wednesday 27 September, 12-4 pm
- Thursday 26 October, 12-4 pm
- Thursday 23 November, 12 – 4 pm

Calendar requests and papers will be issued in due course. If you require anything further in the meantime please don't hesitate to get in touch.

Kind regards

[Redacted]

Consumer and Competition Policy Unit

[Redacted]

From: [Redacted]
Sent: Friday, March 24, 2017 12:49 PM
To: [Redacted]
Subject: Re: Letter from Keith Brown, MSP, Cabinet Secretary for Economy, Jobs and Fair Work

H [Redacted]

Hope you're well. Thanks for this invitation, which I'm happy to accept. I look forward to seeing you on 4 May. Would you be able to send me a list of the other panel members, please?

Best

[Redacted]



[Redacted] uber.com

On 23 March 2017 at 12:45 [Redacted] wrote:

Good afternoon

Please find the attached letter from Keith Brown, MSP, Cabinet Secretary for Economy, Jobs and Fair Work.

Kind regards

[Redacted]

[Redacted]

Minister for Business, Innovation and Energy / Cabinet Secretary for Economy, Jobs and Fair Work

2N.08 St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[Redacted]

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UBER

Urban congestion inquiry - Uber submission

Uber is a technology platform which allows people to tap a button for a safe, affordable, and reliable ride from a fully licensed local driver in over 20 towns and cities across the UK. Globally we serve over 400 cities across more than 70 countries. By using technology to get more people into fewer cars, we believe in a future where every journey is a shared journey - reducing congestion, pollution and the need for parking in cities around the world.

1. The causes of congestion

We welcome this Committee's efforts to identify ways to manage congestion and keep urban traffic flowing. Before acting on congestion, a city must understand its causes.

Measuring and understanding congestion is a challenge. At a minimum, it requires granular information on road speeds by time of day to correctly begin to diagnose the location and time of any problems. Not all cities have access to this type of data or know how to interpret it. In London, for example, congestion is widely recognised as a problem but policy makers lack the detailed data required for evidence-based solutions. For our part, we commissioned INRIX¹ to undertake a rigorous analysis of the level and causes of congestion in the city.

Contrary to assertions made about the impact of private hire vehicles (PHVs), the study found that increased congestion has been caused by a combination of planned roadworks and a rise in delivery journeys. The main factors are:

- The almost fourfold rise - a 362% increase - in planned roadworks from 2012-15, due partly to Crossrail and the growth of Cycle Superhighways.
- A significant increase in light goods vehicle (LGV) traffic from 2012-15, driven by the surge in online commerce and related demand for deliveries to the home and workplace.

Although overall journey times increased by 12% per annum, car traffic - including taxis and PHVs - decreased in central London and the Congestion Charge Zone during the study period and so did not increase congestion in these areas. PHVs, in particular, are highly unlikely to contribute meaningfully towards congestion since they are most active at times of low congestion, such as weekends and late at night when public transport options are more limited or unavailable.

This is especially the case for Uber, as INRIX concluded 'there is a generally inverse relationship between primary Uber usage times and congestion peak periods. Only 31.8% of Uber travel occurs from 7am to

¹In May 2016, INRIX, a global leader in measuring and understanding congestion in cities around the world, published a [report](#) commissioned by Uber on congestion in London. The report drew on data from Transport for London (TfL), the Department for Transport (DfT), the Office for National Statistics (ONS), the Automobile Association (AA), Uber and INRIX.

6pm, with 23% of all Uber trips occurring between midnight and 5am¹. As Uber's usage profile in London shows (Figure 1), our service is most popular at night on Friday and Saturday, and throughout the rest of the week demand peaks during later hours when congestion is lower.

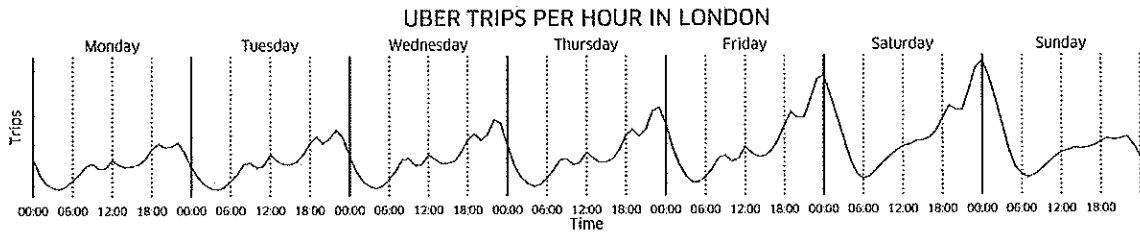


Figure 1

As Figure 2 shows, a similar pattern emerges when assessing the data for a typical Friday night across a range of European cities served by Uber:

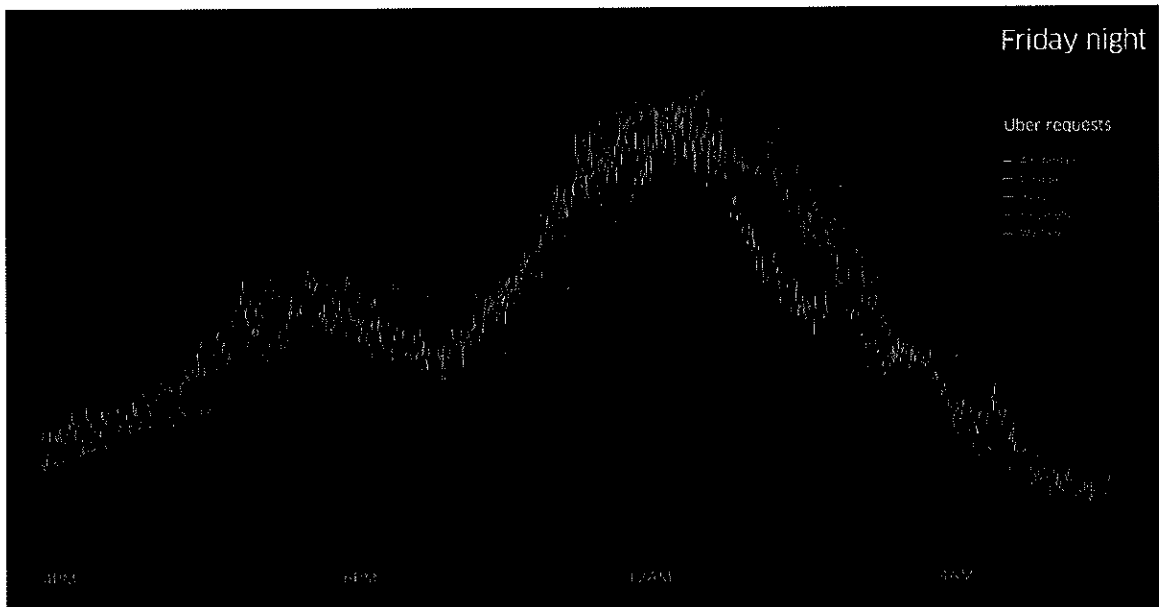


Figure 2

In terms of national congestion data², the view from DfT is consistent, noting that road traffic is increasing across Great Britain - notwithstanding the fall in London car traffic as found by INRIX above - with LGVs and heavy goods vehicles (HGVs) by far the biggest risers. Indeed, LGV traffic across the country has increased by 70% in the past 20 years - compared to just 12% for cars.

² Provisional Road Traffic Estimates Great Britain: July 2015-June 2016, [link](#).

2. Uber's role in tackling congestion

Before considering new interventions, policy makers should recognise the role that existing technology and innovation can play in tackling congestion. For example, far from being part of the problem, Uber can offer solutions to congestion, as the following features and activity set out:

UberPOOL

UberPOOL is Uber's licensed car pooling service which matches passengers travelling in the same direction, with a reduced rate for the individuals sharing and an increased overall fare for partner-drivers. By getting more people into fewer cars, the possibility of large numbers of PHVs being shared by multiple passengers in this way can help to reduce congestion. Since uberPOOL launched in London in December 2015, after just nine months Londoners had opted to share their Uber journey by choosing uberPOOL more than two million times, with shared journeys saving more than 1.3 million miles driven, 98,000 litres of petrol and 231 metric tonnes of CO₂.

In San Francisco, around 50% of all journeys through Uber are made using uberPOOL and the service has become an important part of the transport ecosystem. If that level of success were replicated in the UK - and if policy makers would support mass adoption of car pooling services - congestion and associated poor air quality could be reduced.

Falling car usage

Services like Uber are also discouraging private car ownership and usage. In a recent opinion poll of more than 1,000 Londoners³ conducted by YouGov:

- 28% of Londoners who used to own a car say they no longer do so because they can use alternatives like Uber instead. This rises to 42% among recent Uber users.
- 1 in 5 Londoners (19%) say they are less likely to buy a car in future because of alternatives like Uber. This rises to 32% for those who have used Uber in the last six months.

This trend is supported by DVLA figures⁴ showing the uptake of driving licences falling among the young. The data reveals that the number of driving licences held by under-25s is down 6.2% since November 2012. There has also been a decline among 16-27 and 16-30 year olds.

One of the benefits of falling car usage is reduced demand for parking. The average car spends 95% of its life parked⁵, while 16% of land in central London is dedicated to parking⁶, at an estimated land value of around £200bn⁷. Parking wastes time, costs money and creates traffic, with large proportions of cars in highly congested areas circling for a parking spot. The fewer private cars on the road, the less need for parking, so reducing congestion, improving air quality⁸ and saving people money⁹.

³ YouGov poll commissioned by Uber and conducted from 28 October-1 November 2016.

⁴ Data sourced from DVLA and published by [DfT](#). It covers England, Scotland and Wales from November 2012-March 2016 (the earliest and latest available DVLA figures).

⁵ Professor David Shoup, *The High Cost of Free Parking*, [link](#).

⁶ *Making Better Places* report, [link](#).

⁷ Department for Communities and Local Government: Land value estimates for policy appraisal, [link](#).

⁸ 60% of Uber journey miles in London are in hybrid vehicles - a far higher percentage than for private cars.

⁹ Giving up on one's car can be a cost-effective, flexible and convenient means of getting from A to B without the hassle of repairs, servicing, insurance and petrol.

Complementing public transport

By making it easier and faster to get around cities and their surrounding areas without the need to drive, Uber complements public transport in helping to reduce people's dependence on cars and cut congestion in the centre - all while extending the reach of existing systems at no extra cost to the taxpayer. For example, in London 4 in 10 Uber trips start or end within 200 metres of a tube stop, and 20% of Uber trips start or end in an area underserved by public transport¹⁰.

People are also combining the new Night Tube service and Uber to get home (see figures 3 and 4). In the six weeks following the launch of the service, a number of stations within Zone 1 saw a decline in pick-ups during Night Tube hours, while those outside Zone 1 starting near Night Tube stations rose by 63%¹¹, and Uber trips starting within 200m of Night Tube stations increased by 22%. This shows that people are using the Night Tube to get out of central London in the early hours before relying on Uber to travel the last mile home safely.

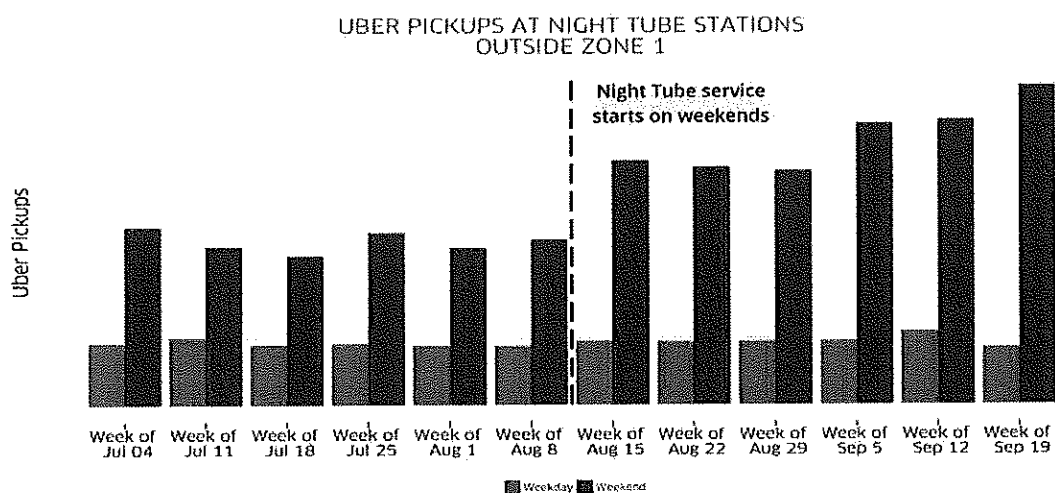


Figure 3

¹⁰ Identified as areas over half a mile from stations outside Zones 1 and 2.

¹¹ London data from 5 July-25 September, corresponding to six weeks before and after Night Tube launch. Data relates to Night Tube operating hours.

UBER TRIPS STARTING AT NIGHT TUBE STATIONS
LONDON, UNITED KINGDOM

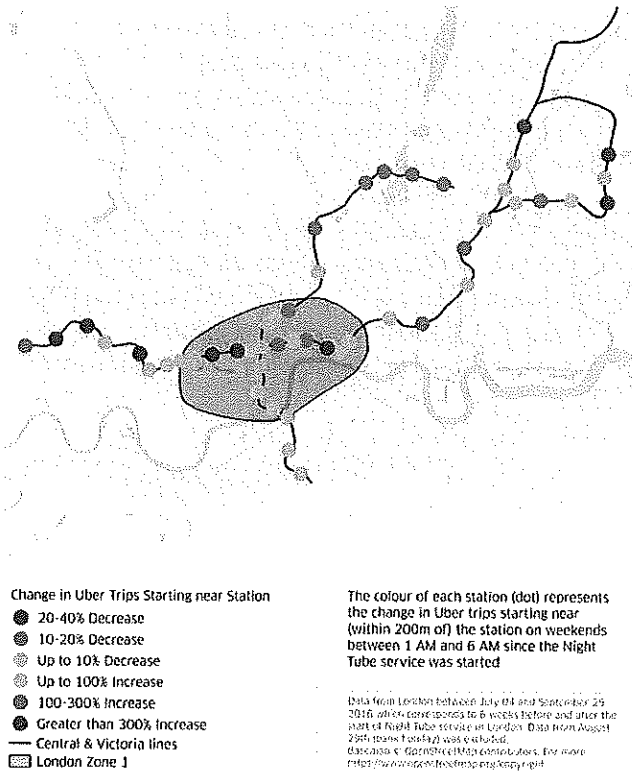


Figure 4

As more people continue to make the switch away from private cars, Uber can make it even easier to connect with public transport, easing the strain on the roads and cutting congestion.

Partnerships

To reduce congestion, cities should take an innovative approach to working with partners who can help make it happen. In the US, city authorities and transport operators are partnering with Uber to provide better access to public transport and ease congestion, be it for particular events or over extended periods. For example:

- In Summit, New Jersey, the city recently agreed a partnership with Uber to help local residents access the rail station, whereby trips are subsidised to match the price of an all-day parking permit, so reducing demand for parking and helping taxpayers avoid the need to fund an expensive new car park.
- In California, during *Superbowl* week Caltrain partnered with Uber to extend the reach of uberPOOL beyond San Francisco - where the service is normally limited to in the area - making it available to a much larger population along the train operator's route. The POOLtrain allowed train passengers to share their rides when heading to or from a Caltrain station, helping to get more people into fewer cars.

- In Florida, Uber and the Pinellas Suncoast Transit Agency (PSTA) have been working together to increase the use of public transport, jointly subsidising Uber fares to and from bus stops to solve the 'first and last mile' problem in the county.
- In Pennsylvania, Uber and the Southeastern Pennsylvania Transportation Authority (SEPTA) are partnering to increase access to the transport system throughout the region. During the pilot phase, discounted Uber rides are being made available to and from 11 of SEPTA's busiest stations to help bridge the 'first and last mile' gap, and reduce demand for parking spaces.

In the UK, we have announced a partnership with Mobicia, London's leading bus times app with almost a million users per month. Uber is now integrated into the Mobicia experience, enabling Mobicia customers to order a ride via the Uber app to the nearest convenient bus stop for their onward journey, improving access to public transport, especially in areas that are beyond an easy walk to the bus. The new feature also offers passengers at a bus stop an affordable alternative when services are disrupted or unavailable late at night, with the car sharing option uberPOOL a natural fit for moving stranded passengers clustered at a bus stop.

3. Further opportunities to tackle congestion

Shared usage and public transport

We believe the future of urban mobility is about shared transportation: a world where more people share trips and take public transport. A report¹² by the International Transport Forum, the OECD's transport research arm, produced a model of a future world where *all* trips are completed by a fleet of shared use vehicles deployed in an uberPOOL-like configuration - with remarkable effects. Congestion was eliminated and traffic emissions were reduced by a third, with the distance driven by the shared cars estimated to be 37% less than today, even during peak hours. In addition, 95% less public space would be required for parking, freeing up room for public parks, wider pavements and bicycle lanes.

Local authorities should therefore support the mass adoption of technology-powered car pooling services. As a starting point, we could explore piloting a scheme similar to California's POOLtrain on a major route outside of London that extends beyond the current uberPOOL boundary. Local authorities could also consider the use of new technology and services to:

- Conduct a feasibility study into how local taxi and PHV use can complement public transport on a city's outskirts to decrease congestion in the centre.
- Situate dedicated pick-up and drop-off points at cities' outlying stations to make 'first and last mile' connections easier and their availability more prominent.
- Work with taxi and PHV operators in subsidising fares to and from stations in outlying areas, so encouraging train passengers to leave their cars at home when accessing their nearest station.
- Offer personalised budgets for door-to-door transport, allowing people with disabilities or access needs to take advantage of innovative new services to travel easily and affordably around their city.
- Establish a pilot scheme aimed at increasing access to community hubs for older people and those with limited mobility.
- Pilot a service similar to uberCOMMUTE in Chicago, whereby we connect commuters on their daily drives with passengers heading the same way. Private car owners can select the pooling option on the Uber app and are paired with another passenger or fellow commuter who is travelling in a similar direction¹³.

Ultimately, such efforts to alleviate congestion at scale in the UK can only be achieved with regulation that enables innovation and flexible working. Excessively onerous barriers to entry to driving on platforms such as Uber could limit the ability of policy makers to shift people away from private cars to a transport ecosystem that can help make the most of the public transport network and ease congestion.

Technology and data

Cities and regulators should embrace technology in their efforts to tackle big problems like congestion. That means harnessing not only the technology they can deploy but also the technology companies which can help deliver solutions at scale.

¹² International Transport Forum report - Shared Mobility: Innovation for Liveable Cities, [link](#).

¹³ Where such Uber services are available, those registering on our platform must pass a screening process before they are onboarded, and - as with the regular Uber experience - a range of safety features are available to passengers before, during and after every trip.

Uber has partnered with Infrastructure Partnerships Australia (IPA) to provide new insights on how major cities move with the launch of the IPA Transport Metric. Every hour of every day, passengers take Uber trips to get around and enjoy Australia's cities, covering motorways, major arterial roads, and suburban streets. Taken together, these trips can reveal a lot about the way our cities move and how our travel patterns change through the day. This kind of data is powerful because it can measure real journey times - as experienced by local residents across the city - at scale. The aim is to allow governments and the broader community to monitor the impact of planning and infrastructure decisions on travel times in Melbourne, Sydney, Perth and Brisbane, enabling more targeted investment and better understanding Australia's progress in developing cities with increased mobility for residents.

Regular, on-demand and accurate information flows are integral to the modern consumer experience - and increasingly so for travel. Globally, we have partnered with mobility app Citymapper¹⁴, integrating our offering into theirs to open up new transport possibilities, giving people previously underserved by public transport a fast and affordable way to start and end their journeys. The Uber and Citymapper tie-up is an enabler of multi-modal planning because it gives estimates for travel time along with the price and estimated wait. Cities also benefit by taking cars off the road in favour of public transport, shared vehicle usage, and walking.

Uber partner-drivers use GPS for real-time information about traffic speed and accidents to highlight delays and suggest alternative routes. This helps optimise route decisions, and we welcome efforts to make more timely and relevant data available to software developers and consumers. This could include local authorities and transport operators providing updates and information in a software-friendly manner, to be incorporated into apps used by travellers. For example, in London we support TfL's approach of making its live bus data available for the likes of Citymapper to integrate and offer free to consumers at scale, rather than spending heavily to build and promote its own dedicated bus app. This open approach should continue to ensure that innovative businesses can help cities move as efficiently as possible.

Congestion pricing

Effective congestion charging is about sending the right price signals to change behaviours, namely discouraging people from driving in a particular area at busy times. While there is merit in nuanced congestion pricing that targets the problem, controlling congestion is complex, and poorly-targeted interventions without a thorough impact assessment can be counter-productive.

Any solutions - or changes to existing systems, as is being mooted in London - should be evidence-based with a clear understanding of what precise behaviour change is desired and which instruments are best suited to target it.

¹⁴ Uber and Citymapper partnership, [link](#).