

### Transport Committee 3 November 2010

#### Transcript of Item 6: Transport for the 2012 Olympic and Paralympic Games

**Valerie Shawcross (Chair):** I would like to welcome our guests. This is the first of two sessions on 2012 Transport. At this session we are hearing from organisations that have experience, information, intelligence and observations to make on the published transport plans and how things are going in the run-up to 2012. At the next meeting we will pick up the themes, questions and issues from this meeting and take them to the Olympic Delivery Authority (ODA) who is responsible for the installation of the arrangements from Transport for London (TfL) and London Organising Committee for the Olympic Games and Paralympic Games (LOCOG), who are all incredibly important partners in this. This is our “let us collect the issues and sort through what are the things we really should be challenging the ODA on” meeting.

I think we are all very committed to the success of the Olympics in London. We are absolutely committed and we know that the risks around transport can be very significant. I think the spirit of this meeting is that we are trying to do our best to point out now if there is anything going wrong or if there is anything insufficient in the planning. It is also if we have any new and good ideas to make sure that we make a contribution to the success of the Olympics and eliminate risks as far as we can. I think we only have to look at what happened in India at the Commonwealth Games to know that all the fantastic investment that is going into the Olympics could go badly wrong and turn into bad publicity for London if something is not dealt with properly. What we most of all need is for London to have a fantastic Olympics, to have great publicity and to be showcased as a world-class venue for business and for visitors.

I would like to perhaps target Deloitte and bring our other guests in to begin with on a rounded question. Perhaps you could just give us your take on whether or not there is a risk at all in the transport context that Londoners and businesses that operate in London may, as yet, be unprepared for the effects on the transport system of the 2012 Games.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** I will draw from a survey that we have recently published; full details of that will come out shortly. We surveyed 203 businesses across the UK (United Kingdom): 110 of those were London-based. We are talking typically large organisations here. It was targeted at the financial services industry; the travel, hotel and leisure industry; and the transport industry. We asked a range of questions around preparedness for the Games. I'll focus predominantly on the areas around transport that came out of it, but also some initial thoughts around general preparedness.

It was quite interesting to us because the results that came out were very polarised. We found two-thirds of large companies in the UK expect the 2012 Games and Paralympic Games to have virtually no impact on their ability to operate business as usual. You could take that as a very positive sign but also a sign of whether they are understanding the potential disruptions that could occur through the Games and, therefore, whether they are underestimating the degree of planning and preparation they should take?

About a quarter of organisations said they had started thinking about preparations and planning for the Games; so hence that polarised view. For two-thirds it is not a big issue; but one quarter have started thinking about it and started some planning and preparations. Even in London, 60% of the organisations believed that the Games will have minimal impact on their business. These are big organisations in the centre of London. It's not clear whether these responses simply reflect that they believe it is a bit early to think about it: is there a general, "We're not ready to think about it yet," or is it genuinely, "We're underestimating what the Games involve and the scale of the event"?

In terms of transport, businesses see potential transport disruption as the single biggest issue as far as challenges they would face. 36% responded that this is their top concern around the Games. So, transport is the number one issue for most businesses. In addition to that, when we asked them which area they would like to receive more information on, again, transport was the highest subject area. 45% of the organisations surveyed put that as their number one priority for more information around transport and the potential for disruption.

**Valerie Shawcross (Chair):** That is very helpful. I am sure everybody has had a good look at the transport plans for 2012. Do you think there are any big risks to London in those plans and do you have any observations about the preparations that have been going on so far?

**Carl Pittam (London Regional Director, Sustrans):** I would make an observation that in some respects it may be a little early for businesses to start looking at it. I would suggest not waiting too much longer to start preparing for it but, for example, suggesting that people travel at different times of day, work from home more and those things. It is quite a long way out to be suggesting those sorts of things.

I think my concern is about the assumptions that the ODA might be making about background levels of travel demand dropping over the summer. There are varying predictions from different sources that suggest it will either be sufficient or it will not be sufficient. I think that is quite a critical issue the ODA will need to demonstrate they have some robust plans in place and that their modelling is reliable. If demand does not drop sufficiently then I think there could be a problem. Having said that, I think the travel demand management plans that are being developed at the moment - if implemented well and are properly funded - could make a significant contribution to reducing demand. In some respects it may be a little way out for businesses themselves to be thinking about it as long as the ODA and TfL are already starting to plan for how they are going to give information to businesses.

**Faryal Velmi (Director, Transport for All):** I just wanted to make a comment about accessibility. I read the ODA submission to this Committee with a lot of interest and the first paragraph talks about the Olympics being a catalyst for improving accessibility in London. Definitely when London was awarded the Games a few years ago there was a lot of excitement about that. Since then we have had a change of Mayor, we have had an economic situation and priorities have shifted slightly. I think in terms of the accessibility section of this document, whilst we can recognise that there have been changes and there will be more changes there has been a lot of positive things that have happened on the back of the Olympics when it comes to updating transport infrastructure - there is no doubt about it. There are still issues. The paragraph on accessibility did raise a few eyebrows at Transport for All because it completely glosses over everything. If you were to just read that and not know anything about some of the issues around accessibility you would not think there were any problems. I think that in itself is an issue.

I would agree that information is the key. Tell people what to expect; do not gloss over things. Access is not perfect in London although we are making progress certainly in some areas. One thing which is positive is the work that the ODA has done with community transport organisations to link in accessible buses to provide disabled people who are travelling to the Olympics and Paralympics transport. I think that information is going to be the key. Yes, do not gloss over the issues; tell people like it is. I think that is really important.

**Chrys Rampley (Security and Infrastructure Manager, Road Haulage Association):** We had two distinct areas: firstly you have the service vehicles delivering to the Olympics while they are on and then also you have all the vehicles that are coming in to service the rest of London. There are two different areas that we need to be looking at. We have already started having some briefings with our members to wake them up to make them start thinking about organising, particularly those who are delivering to the other companies in London, and to make sure that they start putting in plans for delivering at other times of the day. I am aware that there is going to be major restrictions on the times we can deliver. The window has shrunk big time from midnight till 6.00am to take those deliveries, so they will have to organise additional staff to take deliveries outside normal hours. Those are some major issues that we have and are dealing with.

I also concur with Deloitte's survey that the bigger issue we have is the number of companies we need to contact to make sure they are aware of what is happening and the procedures to put in place outside London. For example, delivering to the railway stations: the guys are coming from Crewe so they need to know when they can come in. It is paramount that we have information so we can tell them what they have to do to prepare. We have to try, as you say, to plan quite a long way ahead with other companies, with their stocktaking, and then we get into the realms of consolidation centres. There is a lot to go on and we are just starting to talk to the members who are not involved with the Olympic sites themselves. Those discussions have already started and companies have to now order new vehicles because of the timeline on having to order new vehicles for deliveries. There is sometimes a 12-month waiting list for some vehicles. That is quite an important issue as well.

**Valerie Shawcross (Chair):** Works for the companies who are servicing the Olympics themselves.

**Chrys Rampley (Security and Infrastructure Manager, Road Haulage Association):** That is correct, yes.

**Valerie Shawcross (Chair):** So, you are categorising the risks as the business as usual and the people serving the Olympics.

**Chrys Rampley (Security and Infrastructure Manager, Road Haulage Association):** Yes. There are two distinct areas for us.

**Richard Tracey (AM):** With the circumstances today I would like to ask, particularly Deloitte, did you ask the question: what would be the extra problems if there were a strike during the Olympics?

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** We did not ask that specific question in the survey; we did ask them about what planning and preparations they think they may undertake over and above their normal contingency planning for this event. Again, drawing from the survey 60% of the organisations said they would anticipate using their existing plans for that sort of issue during the Olympics. Now, I think one of the issues is many

businesses will cope today with a one-day Tube strike. The Games, whilst not a Tube strike, will create a level perhaps of demand and disruption over a much longer period. I think that is the question that businesses will need to think about.

**Richard Tracey (AM):** There is, obviously, something to be learned from the situation today where clearly people are seriously inconvenienced and having to make alternative provision. With all the extra people in town as well as Londoners obviously if there were a strike it would be pretty disastrous I would have thought during the Olympics. Even so, there is obviously a lesson to be learned by businesses and by the ODA and TfL.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** There is. What we need to avoid is complacency on the part of businesses who manage to get through the one day strike. Here we are talking about an extended period of 15 days plus. If you have a continuous level of disruption then 15 days of it is much more wearing on an organisation; they can cope for one day.

The other thing to think through here is in terms of managing demand. Londoners and businesses are the people who provide the demand. If you want to manage demand they need the information to make those decisions as to when and how they are going to travel or not.

**Richard Tracey (AM):** You mentioned 15 days but of course it is not just 15 days. We have then the Paralympics and it also, of course, coincides that year with the Queen's Diamond Jubilee; not that that will disrupt travelling in the same way, but it is actually a very long period we are looking at.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** It is, yes. We talked to organisations around potentially a 60-day period. It is that long that we need to think about.

**Joanne McCartney (AM):** Carl, in your submission to us you raised concerns that the ODA's assumptions on demand may be slightly over-optimistic. We do know when the Transport Select Committee at the House of Commons looked at this they estimated that demand would need to fall by 15% in order to avoid major road congestion. Have you any evidence to suggest that their modelling is wrong? What leads you to believe that there may be concerns?

**Carl Pittam (London Regional Director, Sustrans):** As I understand it, the ODA is looking at their modelling and their assumptions at the moment. The purpose is really raising the fact that there are a number of different and conflicting percentages of what people are going to do over that summer: whether they are going to go away; whether they are going to stay here; and also what demand drop is needed for London to continue to operate well. There are a number of different bits of data floating around that suggests different things. So really the purpose of raising that is to say, "let us invite the ODA to come back and say what assumptions they are working on and what is their basis for assuming that that is what people are going to do". We should also bear in mind that a little way out from the Games people are saying, "Well, no, I probably won't be around for the Games," but of course the big promotion for people to go to the Games has not really started yet in a really big way. When that happens maybe people will change their minds and decide to stay. I think it is probably one for the ODA to respond to, to say what their assumptions are based on.

**Joanne McCartney (AM):** We will obviously need to ask them. The ODA have done their modelling also on the basis that non-essential journeys will have to be significantly reduced. I am assuming, Rick, that that is employees coming to work. The issue of home working and

travelling at different times of the day - we are only really 18 months out now from the Games. We have heard the road haulage industry have identified certain issues. I am assuming, if we are expecting businesses to promote home working and different models of work then there is IT (Information Technology) support and lots of things that they need to put in place that perhaps they have not started thinking about yet. Is that a concern?

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** It is. We also say it is a golden opportunity for them to work this through. If they can really make home working, flexible working work, they will be more resilient in the long-term; it is not just something for the Games. It will work for all sorts of other events that can happen. We think that businesses are missing an opportunity if they do not take it. Our concern is that 60% say we do not expect any impact, therefore, they are probably not thinking about this and they are probably not planning and preparing at the moment. This means demand, potentially, will not change. They are expecting business to carry on as usual.

**Joanne McCartney (AM):** Do you see any concerns with regards to the fact we are aware that the London Development Agency (LDA) funding is going, which is the Mayor's business arm? I am assuming, in conjunction with the ODA, they would have done a lot of this work before. Has that been raised as a concern? I am aware it is only a week's old news.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** No, it has not come out. The survey pre-dated that coming through.

**Richard Tracey (AM):** It does seem to me that there has not been a realisation by TfL and ODA of all the extra ingredients that will be entailed in the Olympic period. One of the things that I have been concerned about, as I am involved with river transport, is that there seems to have been no conception about the use of the river really either in passenger transport or, of course, in terms of freight transport, which you are involved in at the Road Haulage Association.

Equally, I think the use of the railway system and this much talked about Javelin train from St Pancras has not featured as far as I can see in the studies to do with the Olympic family. It may be there for the public use but the Olympic family seem to be still going on rather blissfully in their limos - and whatever other transport - whilst disrupting the rest of Londoners in their travelling. What are your feelings on that?

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** I have sat through similar contingency events for the pandemic and - trying to liken this to an extent - one of the things that the Government did very well in the pandemic through the Cabinet Office was to publish information and planning assumptions that businesses could take away and, therefore, actually plan business around. I just wonder whether really what needs to happen around transport is something similar. It is all right publishing route networks and things like this, but you have to help businesses. You have to help them through. By giving them guidance and planning assumptions it will enable businesses to go away and say, "OK, now I can interpret what that means to me. I can make proper preparations around it."

**Richard Tracey (AM):** London is not Beijing. It has not got the same enforcement regime - and thank goodness, may I say, with all due respect to the Republic of China - but it is not Beijing. It is actually rather different from most Olympic cities that we have seen. Maybe there are some sorts of features of transportation like Athens and so on which have got problems. It is a very different place and the scale of disruption with the Embankment and the various other major routes disrupted by the Olympic Route Network (ORN) does seem to me to be just horrific.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** Again, what businesses will not understand is the knock-on consequences of closing some of the routes. It will have knock-on consequences beyond just the route. Businesses do not have the information to understand or plan for that at the moment. We deal with people like retailers and banks. They have not yet thought through around how they are going to maintain supply to stores if they have locations on the route: what does that mean for them; is demand going to increase or actually going to go away?

**Valerie Shawcross (Chair):** I think we will get into the ORN in a little bit more detail later on, but we were just thrashing out this issue of demand expectations on public transport. I know for the Australian Olympics they had a big scare where they actually warned people that there would be congestion and to try to prepare themselves and rearrange their lives a bit.

**Murad Qureshi (AM):** I just wanted to come in on this demand aspect and it is coming back to the survey originally that Deloitte mentioned. Do you know the extent to which staff will be taking time off during the Olympics? I just say that because I got the distinct impression from Athens and Beijing that a lot of staff did take time off. That was one way of dealing with demand in terms of the working life but there were obviously additional demands in other parts. I just wondered whether you picked this up at all as it is clearly a determinant of the demand that will be made during that period.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** Yes, absolutely. It was not a specific question in the survey at this stage because I think it is too early. I do not think businesses know; I do not think people know on that yet. Reflecting on that, I think there are different views out there that people will take time off. If they take time off where are they going to go? Are they going to stay in London to enjoy it or are they going to go somewhere else? I think it is not yet clear what people will do. Certainly, our survey does not at this stage draw it out. At Deloitte, we do not know what our people are going to do yet. Clearly it is summer holiday time so we would expect a level of absence anyway. Our concern is if it then goes up too high how do we continue running our business. So, we do not want everybody to take time off necessarily.

**Murad Qureshi (AM):** I am sure all the management consultants will be busy working away. I am just concerned about other sectors. There is also a difference in demand between the internal tourists and the international tourists. I think there is clear evidence in both Beijing and Athens that there were actually less international tourists but more internal tourists. I just wanted to have some views on what you think what demands will be during the Olympic period when it comes to London.

**Faryal Velmi (Director, Transport for All):** What is going to happen to London Underground is a big concern to us. The submission talks about opportunities for using platform humps and boarding ramps. Well, one of the big issues is that already disabled and older people who travel on the Tube are being stranded because there is not enough staff going around assisting them on to and off trains. What London Underground is going to do when it is faced with influx of thousands of internal or international tourists, disabled and older people and people with mobility impairments coming to Olympics and Paralympics I really do not know.

If I was to look at any of the areas which is the biggest concern I would say it is this. What we would like to see as we go forward is a little bit more detail about how the Underground specifically is going to deal with demand. It talks about a public transport Games and more

people using public transport, and I assume the Tube is going to be the main way people are going to be getting out and about to Stratford and the other venues.

There is also an issue for those stations that are accessible, for example, Stratford. There was a report a few months ago by BBC London News where a campaign group, Trailblazers, went out and a wheelchair user had great difficulty actually just getting on to a train. That is at an accessible station which has had huge amount of money invested into it. So, I think I would like to see a specific report into London Underground and how the infrastructure is going to cope.

**Murad Qureshi (AM):** What I was getting at is if there are more internal tourists we need to know the interaction between trains and coaches coming into London and what transport infrastructure we have got here. It has been shown actually that it draws more attention with internal tourists rather than international tourists. The international tourists tend to be sporting tourists and it is clear to me (for example, in Beijing) that actually a lot of Chinese folk came to Beijing but could not get a ticket so went back disappointed. Are we going to have to deal with a similar thing here?

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** We have no specific information around that from the survey. It was focussed at businesses. I do share the concern that Carl expressed around just assuming that demand will be lower from businesses and from Londoners or internal within the UK. I am not sure whether that really stands up.

**Caroline Pidgeon (Deputy Chair):** I particularly want to know whether, Rick, in your survey, or what the other panel members think in terms of capacity on the network. Stratford and east London is seeing an increase in capacity but other venues, whether it is Earl's Court - where I have got very serious concerns - whether it is Wimbledon or Wembley, there is not that extra investment. Are businesses concerned about that? Are people you have talked to concerned about that? The capacity at Earl's Court, where I went this week, is absolutely packed. I do not think I have ever been on such a packed Tube train. How on earth are they going to cope with all these people going to watch volleyball?

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** I think people's concerns around transport and making it the number one issue is to do with capacity and that is really where their concern is. The concern that in peak travel times their people will just not be able to travel because of capacity issues.

**Carl Pittam (London Regional Director, Sustrans):** We are generally talking about capacity around public transport but, of course, walking and cycling is a great way of relieving capacity. One of the things we have argued since 2005, since we knew the Games were coming to London, is that walking and cycling has a great opportunity to relieve pressure on some of the shorter distances. So, for example, rather than people doing one or two stops on the Jubilee line, that is a distance that can be walked probably and certainly cycled by a number of people. The demand for people who are going to be coming from quite a short distance from venues can be catered for in a very different way rather than assuming people are going to use trains.

**Andrew Boff (AM):** I would like to ask Miss Velmi: are you actually saying that you are looking to the ODA and TfL to provide information as to how they are going to cope with the increased number of disabled users using the Tube? Are you not convinced that that work has been done or what is it?

**Faryal Velmi (Director, Transport for All):** Absolutely, I think all Londoners need to see plans of how the London Underground network is going to deal with this influx of disabled and

non-disabled people coming to London, when already in some places it is creaking at the seams. We have seen an increase in capacity on the Jubilee line. In terms of accessibility I think there are some serious problems. Boarding ramps, for example, would be a solution but my concern, which is not really dealt with here, is who is going to be there to actually attach the boarding ramp at a time when it is needed if we are seeing 800 staff cut from the London Underground as well. These are concerns, definitely. We would like to see something in detail.

**Andrew Boff (AM):** Of course the plans for travel during the Olympics are predicated on the idea of having a fast turnaround of trains. So, they come in and they go out, they come in and they go out. Of course, it only needs one person to need to be assisted on to a train, or a bus even, and that actually will slow down the entire system.

**Faryal Velmi (Director, Transport for All):** Absolutely. That is why it is disappointing when you have stations like Stratford which are supposed to be step-free and have the symbol on there. People use electric wheelchairs because it gives them independence - you can just zoom in and zoom out generally if you have a flat surface - but if there are gaps then that is a problem. This report which I mentioned showed a young guy in an electric wheelchair, as part of the Trailblazers campaign, really struggling to get on. I think this is an issue that needs to be looked at.

**Andrew Boff (AM):** Also, with regard to the Paralympic Games, I do not know what the profile and precedent is for previous Paralympic Games as whether or not the number of disabled people going to the Games might be higher - I do not know. Is this work you have looked into with regard to the Paralympics?

**Faryal Velmi (Director, Transport for All):** I think definitely the Paralympics in particular will see disabled people from across the UK coming to see some of the best athletes in the world. I think we are going to see a lot of disabled tourists from the rest of the UK coming to London. There are other alternatives that are being proposed. As I mentioned, community transport organisations are working to see if they can provide - and hopefully they will be providing - accessible minibuses to venues. There has also been ways of developing blue badge parking. So, I think from our point of view, what we would like to see is, yes, the information provided to disabled visitors but also disabled people just trying to get out and get from A to B in terms of carrying out their daily lives. These could be people who perhaps will not be going to a venue but just to see the Olympics on telly. So, the information is a key part but I think as we have got 18 months left I would like to see definitely a little bit more detail about accessibility at the Games.

**Andrew Boff (AM):** Would you say it is probably better in terms of staffing of the Tube that the staffing is out there on the platform being able to help disabled people rather than in the ticket office?

**Faryal Velmi (Director, Transport for All):** Unfortunately, that is just not true in reality. We are already getting cases of disabled and older people being left stranded on Tube stations because there is not the staff available to assist them because of vacancies.

**Andrew Boff (AM):** I admit there should be staff there.

**Faryal Velmi (Director, Transport for All):** The actual number of staff is obviously being cut in terms of staff positions and this has already had a direct impact. What the impact is going to have when we have thousands of people coming on the Tube, God only knows.



**Andrew Boff (AM):** If there is a member of staff allocated to a station it is better, surely, that they are out on the platform rather than in the ticket office?

**Faryal Velmi (Director, Transport for All):** Yes, I think the way that the Tube staff work is that they do not just do one role; they are multi-functional. So, when you take a staff member out of the Tube it is not just somebody who is selling tickets, it is also somebody that potentially could assist somebody getting on to a train or shutting an escalator down.

**Andrew Boff (AM):** How would they assist somebody getting onto a train if they are in a ticket office?

**Valerie Shawcross (Chair):** I honestly think we are getting into a really micro-issue and actually it is a party political issue at the moment. At this point we were hoping to get a bit more into the sustainable transport issues; Carl was making some points about walking and cycling.

**Jenny Jones (AM):** Many on this Committee take walking and cycling extremely seriously because, as Carl pointed out, you get the benefit of capacity released on other forms of public transport; a healthier population and so on. I would like to ask Carl in particular but to everybody, do you actually think the full potential for walking and cycling is going to be realised with the Olympic preparations?

**Carl Pittam (London Regional Director, Sustrans):** I think probably not at this stage. I am hesitating because I know the ODA are again revising their predictions for how many people might walk and cycle to particular venues. There are certainly at the moment the predictions that something like 1% of people arrive by bike at the Olympic Park. A number of boroughs around there at the moment have a much higher mode share of cycling already, so I am not quite sure what their assumptions are based on. I know they are revising those - and we gather upwards, which is how it should be.

The issue is if we are already concerned about a public transport system that may not be that resilient or overcrowded, and more people try to cycle and then find the cycle parking areas are full because the assumptions were that the mode share was going to be much lower, then that is going to be a pretty poor experience for a number of people. I think we need to be planning for a much higher mode share as a way of making sure we have sufficient capacity, in a general sense, for people to travel. Therefore, we will have some slack in the system that we can encourage people to cycle, in particular, because that requires a bit more infrastructure to the Games. Obviously it is also a fantastic way for people around the Olympic Park and other venues to get to the Games easily. I think there should be much more made of that.

I just wanted to highlight one of the issues that we put in our written submission. As I understand it, ticket holders will have a Travelcard available for the day of the ticket they bought. This, of course, is, in a way, a disincentive for people to walk and cycle because often with walking and cycling there is a cost saving. However, if that cost saving is removed then there needs to be some serious thought given to how to incentivise people; possibly using walking and cycling to see the city may be one of them. I think there needs to be more thought given to that and I have not seen anything clear from the ODA yet.

**Jenny Jones (AM):** I think the targets for walking and cycling are absolutely pathetic, totally unambitious and really need revising upwards radically. I do not know whether you agree with me or not.

One of the things you said in your submission was that you wanted the infrastructure for walking and cycling to be permanent. Now, were you thinking something in particular that is not going to be permanent that you think should stay?

**Carl Pittam (London Regional Director, Sustrans):** I am unclear which bit you are referring to. Are you talking about the walking and cycling routes into the Olympic Park?

**Jenny Jones (AM):** You said, "Infrastructure improvements made to help walking and cycling should be made permanent."

**Carl Pittam (London Regional Director, Sustrans):** Yes, well that is just to flag up the issue that any increase in capacity for walking and cycling needs to be something that has a permanent legacy.

**Jenny Jones (AM):** No, but is there something you know about that is not permanent; that is actually temporary?

**Carl Pittam (London Regional Director, Sustrans):** I am not aware of anything, no. I am sorry this is a kind of general point made.

**Jenny Jones (AM):** No, I agree completely with you. I was just looking for opportunities to bash LOCOG.

**Carl Pittam (London Regional Director, Sustrans):** We will no doubt move on to the ORN later, but there are some issues there with different capacity.

**Jenny Jones (AM):** Yes, we will move on to that. If you had three top tips for improving cycling, for example, what would they be? What could they do?

**Carl Pittam (London Regional Director, Sustrans):** For the Games in particular?

**Jenny Jones (AM):** Yes.

**Carl Pittam (London Regional Director, Sustrans):** Well, firstly I should say I am really delighted that there has been a decent amount of investment and prioritisation for walking and cycling. The mode share I think does need to be revised upwards and I gather the ODA are looking at that at the moment. We are generally pleased I would have to say.

I think there is still some work to do to highlight the benefits of walking and cycling to people who might come to the Games, and also to the businesses who might be trying to make sure their employees can get around. Even for deliveries actually, there are ways of moving small amounts of freight by bike as well. So, the usual things apply to encourage cycling which is to manage traffic speeds, traffic volume. The ORN will put pressure on other parts of the system and we need to make sure that that is not creating problems for walking and cycling elsewhere away from the ORN. We need to make people feel that walking and cycling is an important thing to do and that people feel important and not a second-class citizen.

Allied to that really is leadership from some of the Games family who do not have to be driven around on the ORN; they can choose to use other forms of transport. It would be fantastic to see, for example, some of the senior staff from headline sponsors using the new infrastructure that is being installed into the Olympic Park and to be very high profile about it, particularly the sustainability sponsors who I am sure will be keen to do that.

**Jenny Jones (AM):** So people who have got this Travelcard, for example - which I totally agree is a disincentive to actually using the bikes for example - if they included a day's bike hire or two hours bike hire then that would actually give people a proper choice.

**Carl Pittam (London Regional Director, Sustrans):** Absolutely, right. Yes, there are other ways and I think walking is rather more difficult to demonstrate to people who might have walked all the way to a venue. Certainly for cycling there are ways that perhaps they can have prioritised entry/quicker access into the Park rather than having to join a very long queue or perhaps they can get a free sandwich and a drink. There are a whole range of things that could be done to encourage people and a way of highlighting that walking and cycling is an option for a lot of people. Maybe again that is something a sponsor might want to pick up.

**Jenny Jones (AM):** Loads of really good ideas; did you get them all down? Did anybody else want to talk about exploiting the full potential of walking and cycling?

**Chrys Rampley (Security and Infrastructure Manager, Road Haulage Association):** I just wanted to come in - and I know you might think this is slightly odd. We are already working and doing a lot of work on the HGV-cyclist issue and we are obviously very concerned for safety. With the increase in cycling there is one thing we have been looking at particularly with the new cycle hire scheme and that is making sure our members are aware of the extra training. We are already working with TfL on this issue.

One of the things that came up very recently with one of the committees I sit on was the fact of high visibility. There is a very simple stripe, for example, you can put round your neck perhaps that should be given out with the bicycle when you hire it. I know the scheme is only in its infancy at the moment but the idea is to make accessibility to the bicycle hire scheme easier, particularly for the people coming and visiting London. At the moment you obviously have to register, however, hopefully in 18 months' time that might be a lot easier.

The HGV-cyclist issue is of major concern for us. I have been doing a lot of work with one of my committees around this area and investigating some of the issues as to why it is happening and investing in extra training on this conflict.

**Jenny Jones (AM):** I am generally against putting the onus of safety totally onto a cyclist when it is the people with several tonnes of metal around them who actually usually kill them. I think that is quite a good idea that along with their Travelcard, and a couple of hours of free bike time, they could actually have a sash or a high visibility jacket or something. That would not be a bad idea as it gives more options for people.

**Faryal Velmi (Director, Transport for All):** An increasing number of disabled people are also starting to cycle. We certainly have a number of our supporters across London who use adapted bikes or tricycles to get around, which a fantastic way for people who have restricted mobility. I think we have always said in our response to the Mayor's Transport Strategy, and beyond, that there should be provision firstly within the cycle hire scheme in London for adapted cycles as at the moment there is not. However, definitely in the Olympics we would like to see some kind of provision or recognition to support disabled people to actually use cycles out and about as well.

**Jenny Jones (AM):** Do they need different parking facilities, wider or longer Sheffield racks?

**Faryal Velmi (Director, Transport for All):** Yes. Absolutely, wider racks. There are groups out there who the ODA could consult with about this issue. Certainly after this meeting we would definitely try to contact them to make sure that that is something that is happening along those lines.

**Valerie Shawcross (Chair):** Wheels for Wellbeing [a charity which supports disabled people to cycle in London].

**Carl Pittam (London Regional Director, Sustrans):** I would like to add to that as well. It is a very well made point. One of the key issues that we consistently try to tackle across London is the issue of motorcycle barriers, which are often installed on off-road routes and green ways with the best of intentions to stop people motorcycling along them. However, of course, they are a particular problem to people with mobility difficulties on bikes. So, this is a plea that we do not start seeing those appearing along some of the Olympic green ways in particular - not only - because that causes particular problems for that group.

**Jenny Jones (AM):** Anything in particular about pedestrians, signposted walks? I presume all of that is happening anyway.

**Carl Pittam (London Regional Director, Sustrans):** We are certainly intending to be scaling up lead walks and lead rides, not only for the Games but in the lead up to the Games, so that people are aware that there are routes there that they can use that they may not know about. I think it is terribly important that after the Games - I know it seems like the Games and Paralympics are the end of time sometimes, but there is going to be life after the Games as well - we continue to encourage people to use those so that it becomes part of their everyday lives rather than just something you do on a special occasion. I realise the focus is on 2012 but it is something we need to start thinking about post-Games as well.

**James Cleverly (AM):** One of the things that strikes me is that if you have ever walked from Twickenham railway station to Twickenham rugby ground on a matchday, actually the walk from the railway station to the ground is part of the experience. It is very much reliant on businesses being able to have a presence on the street and that kind of stuff. What are your thoughts with regard to actually making the walking to and from venues part of the experience? What work would need to be done with local authorities and the business community to create an atmosphere which is conducive to walking, so you are not just walking past rows and rows of nothing but that there is entertainment, food vendors or whatever it might be?

**Carl Pittam (London Regional Director, Sustrans):** I think there is an opportunity there for businesses particularly to be providing food and drink. As I understand it in the Olympic Park, access to food and drink will be quite restricted because of sponsorship arrangements. What I am not sure about is how far out of the Park - although I keep referring to the Park this is particularly true for all venues as well - those restrictions might apply so that competing brands do not offer their goods close to the Games. I think absolutely there is an opportunity there. I recall that in Sydney - and I hope I am right in this - there were entertainments along the way, not dissimilar actually to Skyride where there were entertainments along the route to encourage people on. That is part of the experience and it is something that we can use to encourage people not to use the Tube but to get up, see a bit of London, see the river and see everything that London has to offer. Absolutely, that is part of it.

**James Cleverly (AM):** Perhaps it is worth noting in the report that there are lessons to be drawn from the way that Skyride uses the whole experience to support that. Rick, in that context as you were saying about potential disruption, if we are encouraging people out of

subterranean tubes and up into the retail environment, whilst the pattern might be different, that could be encouraged for retailers along the route to present themselves in a different way and to open themselves up a bit more?

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** I have seen direct evidence from discussion with retailers that they are both open to and seeking opportunities. There is certainly retailers I know who are looking at opening temporary outlets in and around the venues for exactly that purpose. I think the retailers are ready to do that.

For some retailers if the demand drops and if their premises are effectively closed to business as a result they also see that as a risk for themselves. It is both an opportunity and a risk for some.

**Andrew Boff (AM):** In your submission you were saying that you think the targets for cycling and walking need to be more ambitious. I think you said 5% in your submission, whereas I am not quite sure what the ODA target is. Is it 4% or less than that?

**Carl Pittam (London Regional Director, Sustrans):** It depends on the venue; it is different for different venues but I think the Olympic Park is 1% or something.

**Andrew Boff (AM):** Yes. I absolutely agree with Jenny Jones' feeling that they should be more than that. Is that based on hard figures? Travelling to the Olympic Park is going to be dependent upon where you are staying. If there are a lot of international visitors who are not going to be staying local to the site then you cannot expect people who are staying in Twickenham - we will stick to that as it has already been mentioned - to travel from there to the Olympic site by cycle or walking.

**Carl Pittam (London Regional Director, Sustrans):** No, that is true. Again, it is one for the ODA I guess to come back with clear evidence of why they are choosing particular mode shares. I guess the issue I just wanted to flag up is if a mode share of 1% or 2% is predicted and cycle parking and access to the cycle parking and the routes that lead up to it are created on that basis and there is a problem on public transport - such as the Tube strike - suddenly there is a lot more cyclists on the roads and a lot of the cycle lanes that may be appropriate for every day use are suddenly quite congested and the cycle racks are absolutely jammed. It would be really dreadful to get to the situation where we have planned that walking and cycling can take some of the capacity but there is not enough cycle parking. It is relatively cheap to put in. It is not a big deal to assume, "OK, let's have enough racks for 5% and if we don't get to that then that is not the end of the world."

**Andrew Boff (AM):** Do you think there is a business case bearing in mind it is a three-week event? The cycle hire scheme took a long time to think about to get the right size and the right shape in order that it was not a white elephant, that it does work and it will pay back in three years. Do you think there is a business case for the cycle hire scheme being extended to the Olympic Park and be sustainable after the Olympics as well?

**Carl Pittam (London Regional Director, Sustrans):** I do not have that access to all the modelling experts that no doubt TfL and the ODA do. I think it is certainly worth considering, and bearing in mind also that not far from the Olympic Park are places like Canary Wharf where I suspect there probably is decent demand.

**Andrew Boff (AM):** We know it is expanding probably in that direction but it is more for the ...

**Carl Pittam (London Regional Director, Sustrans):** Exactly. I think there is an opportunity also as people leave venues - and, again, particularly the Olympic Park as the number of people will be so large - to filter people exiting rather than what happens - maybe using Twickenham as an example but certainly Wembley is an example - where everyone steams down to the Tube station and there is just vast congestion for about two hours while people filter away. There is an opportunity to use walking and cycling, and maybe cycle hire, as a way of doing it. It could filter people to other transport hubs that might be going to the north of England or elsewhere. So, rather than everybody going to West Ham or Stratford then that would be a good way of doing it. Then maybe there is a case for cycle hire on a very localised basis so people could do those short trips that may not remain after the Games. I will leave it for the ODA to spend their hard earned cash on that.

**Valerie Shawcross (Chair):** The cycle hire scheme is likely to go further east, that is what I was reading in the TfL Board papers.

Richard, you wanted to make a point about Wimbledon, I think, which is in your constituency.

**Richard Tracey (AM):** I was going to make the point not only about Wimbledon but also about the rowing at Eaton Dorney and, of course, Greenwich as it will have the equestrian events. People, I hope, will be walking from the boats to O2 perhaps to get to it. At least they will be walking from the railway stations.

I think we were possibly concentrating a little bit on the Stratford part which is rather different from the other splinter sites, or whatever one might like to call them. Obviously there will be an opportunity for food outlets I would have thought. I know Wimbledon are most certainly going to have a special route from both the Southfields railway station and from Wimbledon mainline station to the tennis, but that was the point I wanted to make.

**Carl Pittam (London Regional Director, Sustrans):** I would just like to make one more point about walking and cycling which is that waymarking is going to be absolutely key. That is something that is still in development and is coming through much later than we would have liked. It is clearly quite difficult to really start promoting these routes, doing lead walks and rides for the routes, to these venues now because they are not really being promoted yet. So, I would like to see waymarking being progressed a little faster than it has been.

**Jenny Jones (AM):** Lot of info as well.

**Carl Pittam (London Regional Director, Sustrans):** Yes. Waymarking in its broadest sense so not just signs, this is about information and importantly to businesses as well. This is where you can get around when the rest of transport might be very congested.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** I suspect that is one of the big opportunities for walking and cycling. Just picking up on the point on lessons from today, what you will find is many people who are trying to get to businesses will walk or cycle. There will be an increased number of cyclists on the road today. Now, if you really push that message to businesses as an alternative way of getting around, and they start to do that for day after day, then it is habit forming and you have a longer term legacy as well.

**Valerie Shawcross (Chair):** I would like to welcome Nick Lester from London Councils. You have just landed right in the moment when we really, really needed you, which is when we are going to start talking now about the ORN in London and the impact of that. I think this is

something that very much affects the boroughs. We were very interested in your submission and the things that were said there that were quite worrying, I think.

**Richard Tracey (AM):** I have had concerns and various of my colleagues have had very considerable concerns about this ORN plan since it was first rather leaked out, it seemed to us. It has still not really got the kind of exposure that it is going to need for Londoners to understand what I think is going to hit them. From you all, the general question is: what effects do you think this is going to have on London to put this extra bolt on network in especially for the Olympics? What business effects in terms of delivery? What effects is it going to have on the buses particularly if buses end up having to be diverted onto other roads off their normal routes? Can you give us an overall view from each of you?

**Nick Lester (Corporate Director - Services, London Councils):** The biggest concern the boroughs have about it is the lack of detailed information about the proposals on the ORN and their impacts. There is a straightforward conflict for competition for use of road space and the needs of the Games add to the demand which is already difficult for residents, businesses and travellers.

Although there has been some information given by the ODA about the detailed proposals to boroughs, which is in confidence because they are not yet made public, the boroughs are very concerned there is not enough information about the impact of these on things like congestion and accidents. If, for example, the pelican crossing outside Barons Court Underground station gets taken away, which is there primarily as an accident remedial measure, is that going to have an accident impact? What about the impact on businesses for deliveries, where delivery spaces on the ORN are going to be taken away and moved? Just how much impact is that going to have on businesses? There is not enough information and there is not enough detail coming out of the ODA to really work on that.

We are all conscious of that need to balance off the concerns of the Games itself with the needs of the city as a whole. I suppose part of the other side of that are two other elements concerning lack of good information. One is how much of the ORN is really being devoted to the needs of people who are perhaps less central to the Games. Of the 81,000 priority users of the ORN, 25,000 of these are sponsors. They are the biggest single group of users and for parts of the core network, particularly the ones linking Park Lane through to Stratford, they will be the majority of the users of the network. Whereas there is a lot of understanding of the needs to get officials and athletes through to their venues in a timely and effective fashion, there is less support for getting the needs of sponsors to go.

The second issue where there is some concern is the level of demand management that is needed to make the ORN work. We are not certain that it is actually going to be deliverable or not. If it is not there does not seem to be a fall back planned if we do not get the sizeable reductions in background demand which the ORN needs.

I suppose the third element which I should have said is the enforcement side. We have had a number of discussions with the ODA on enforcement. I am sorry it took us some time to persuade them of the difference between compliance and enforcement; one is an end, the other is a means. The initial stand of the ODA was to expect the boroughs to undertake the enforcement of the ORN at no additional cost. Well, I think we have moved away from that now and boroughs are being asked to prepare estimates of the costs of the additional enforcement.

As I understand it, and things may change, there is still no commitment from the ODA to put in any additional capital investment - such as cameras - on enforcement. This will mean although you may have additional people walking the streets to deal with the parking side: the things like moving traffic enforcement, the banned turns and the Olympic lanes, the level of enforcement has not been sorted out as yet. It may not be sufficient particularly for things like foreign vehicles where there is no enforcement whatsoever, and it suggests there is no fallback. If it is not going to work perfectly we are not certain what the fallback position is.

**Richard Tracey (AM):** Can we discuss the whole business of freight delivery with the Road Haulage Association and the buses too with all of you? What about deliveries? Is this going to cause considerable problems? You mentioned deliveries earlier on but let us get down into detail about this particular ORN problem.

**Chryl Rampley (Security and Infrastructure Manager, Road Haulage Association):** As I say, we are obviously particularly concerned firstly on what I call the squeeze on the road network and, secondly, it is the delivery window particularly to properties along the ORN being very short between midnight and 6.00am. That brings an awful lot of other issues with it with having to arrange for staff to be there to accept deliveries. We are already in discussions with London Councils regarding the London lorry ban and whether we can have either special routing agreements or whether there is going to be any relaxation. Discussions have already started on that element as well because there are going to be a lot more vehicles having to come in at night where they would have tried probably to deliver during the day. Those are issues that, as I say, we are already trying to look at ourselves.

Enforcement, as you say, is an issue. We have had discussions within the Association particularly round what I call confusion around certain roads around the venue where there is the proposal of one fine level versus what is currently the fine level. There is total confusion around when the enforcement would start and stop.

The issue about clamping obviously is currently under discussion with the Freedom (Great Repeal) Bill but that is only on private land. There is no point in clamping a vehicle because that is actually going to create more problems with the vehicle causing disruption so it would be towed away. It is more to do with, again, the shrinkage of the road space. You talked about the Embankment and what I call the main route in, out and around Euston. It is going to be an area we will need to manage.

**Faryal Velmi (Director, Transport for All):** There will obviously be disruption for people whether they are visiting or just getting about their daily business for the duration of the Olympics. That is the price we have to pay for this huge spectacle coming to our city. I think particularly on buses there are a few things. Information and outreach needs to be really intensified in the run up to the Olympics. We need to see real high profile marketing and advertising about which bus routes are going to be affected. That information needs to be available at bus stops, on buses but also specifically given to older people and disabled people locally in that part of London, or actually across London.

We also need to make sure that ramps are serviced as well, because any breakdown of ramps, as I think Andrew has said, will cause a hold up and that just disrupts the whole system. It is true for buses as well. We would like to see all bus companies servicing their ramps to make sure they are in operational order in the run up to the Olympics.

I think giving people alternatives is really important. I know that TfL is updating Journey Planner, which is a quite powerful website in terms of getting around London. There are



improvements being made to that but we also need to see walking and cycling maps added to that so that people can actually get alternatives. I think joined up thinking is really important here as well. We need to make sure that we are bringing in all the different services, whether it is Dial a Ride [a free, door-to-door service for disabled people or people with mobility issues], Taxicard [provides subsidised door-to-door transport in taxis and private hire vehicles for people who have serious mobility or visual impairment] or buses and making sure that people are aware this is going to happen and they can make alternative provisions.

**Valerie Shawcross (Chair):** London Councils made a comment about not having enough access to information from the ODA. Do you feel that the RHA has had enough information?

**Chrys Rampley (Security and Infrastructure Manager, Road Haulage Association):** It has started only recently. I have been banging the drum with them for nearly two years because they, again, were looking at purely construction and they were not looking at servicing. It was almost like, "Oh we'll deal with that when it comes along." They have also given that contract to UPS (United Parcel Service) and, again, it was almost like, "Well, that's your problem now," rather than theirs. So it is an issue we have had ongoing but, as I say, UPS have only just recently taken over that contract. Therefore, I think we have had our third meeting now on, what I call, the servicing of the Olympic site and the working group looking at, as I say, the new vehicles that are required, how we are going to get vehicles in and out of the site, when are they going to deliver onto site and all those issues only really started. Personally I felt this was a bit late, but we have had, as I say, discussions; we have only just started.

**Richard Tracey (AM):** It is interesting the figure. I think, Nick, you mentioned over 80,000 people somehow involved in the ORN. When we started studying it here I think it was about 20,000 and then I saw another statistic that had got it up to 55,000. This is the broader Olympic family: athletes, officials, International Olympic Committee (IOC), accredited journalists, of course, and sponsors. It is expanding all the time it seems to me. All of these people entitled to use the ORN, which is the roads rather than directing them to use the London Underground, the Javelin train, the river and so on, all of which are extremely sensible means of getting to the various venues. What are your views?

**Nick Lester (Corporate Director - Services, London Councils):** We think it is absolutely essential that as many of the Games' family as possible use the public transport, the river and the rail alternatives to get to the Games simply because of the size of it. The figures I have been given: 81,000 is the total size of the Games' family involved, of which athletes and team officials are only 18,000; technical officials another 5,000; 8,000 for the press; 20,000 for broadcast; 6,000 for the IOC and 25,000 for the sponsors. As I said earlier on, you could see the sense of the importance of the team officials, athletes and so on. It is when you are getting to the marginal end, the sponsors and so on, and, to a lesser extent - but in some instances still relevant - the press and media. Can they not use some other means?

**Richard Tracey (AM):** The other element of it, as I understand, is that the utilities will not be allowed to dig up the road for months before the Games because of the possibility of somebody planting a bomb or doing something. Is that correct?

**Nick Lester (Corporate Director - Services, London Councils):** That is the principle, and also to get all planned works away from the Games period. Although that will not stop work being undertaken on the highways if there are emergencies. We know that emergencies, however defined, can make up to about a half of the works on the road. If a water main bursts no one is going to stop repairing that just because it is Games period.

**Richard Tracey (AM):** It does mean, as some of the boroughs have raised with us, the fact that some of their regeneration programmes and their town centre developments will be stopped if they are anywhere near one of the Olympic venues.

**Nick Lester (Corporate Director - Services, London Councils):** I think it is an issue of timetabling that boroughs will have to work much harder in those instances to try to get a timetable that fits in with the Games' requirements. Again, I can see the sense of trying to minimise the planned changes as far as possible during Games period. You do want to try to undertake works when they cause less disruption overall. I think it is impossible to say they will be wholly eliminated.

**Richard Tracey (AM):** Coming back to this question of enforceability of this network of heaven knows how many extra miles it will cover, there is enforceability and there is the level of the fine. What is your view on what is a realistic fine for somebody who does breach the regulations and drives, whether it be deliberately or accidentally, into part of the ORN?

**Nick Lester (Corporate Director - Services, London Councils):** This is tied up, to a certain extent, with the review that we are undertaking at the moment of all the civil enforcement penalties. That review will be completed and London Councils will make its decision in December 2010, it then has to be approved by the Mayor early in the New Year. The important thing that we are concerned about is ensuring coherence and consistency because the ODA has some responsibilities for setting penalties, TfL has some responsibilities and London Councils has some responsibilities. They are not obvious. On the ORN the ODA is responsible for setting penalties where they make a traffic order, but if the existing traffic order is adequate, which in many cases it will be, then the penalties are set by TfL on TfL roads and by London Councils on borough roads. So, if we do not get it coherent there is a serious prospect that the penalty will jump up and down as you go along the ORN, entirely on the basis of who made the order. No motorist will understand and no motorists will even be aware of it. So, there is a big issue about getting consistency along the ORN.

The same issue applies in the area surrounding the venues where, again, the ODA has some responsibility for setting penalties for Games related order otherwise it is primarily the boroughs setting penalties because they make their orders. Indeed, in some instances away from the venues and the example that people keep on quoting is the controlled parking zone around Stanmore station where it is likely to be an informal park and ride and where the borough may consider extending the hours of control during the Games period to prevent that. In those instances the extended hours will be subject to penalties set by the ODA, whereas the normal hours will be subject to penalties set by London Councils through the normal scheme. Again, if we have different penalties at different times of day, it will be bizarre and incomprehensible to motorists. So, we have been working quite hard to try to make certain that there is consistency throughout.

It is probably right that the ODA leads as far as the ORN is concerned. It is their network and that makes sense. At the other extreme, where you are looking at extended hours in Stanmore controlled parking zone, it is almost certainly right that the boroughs lead on that one. The ODA's initial stance is that, for simplicity sake, they will have one penalty, £200, for everything. We have said we do not think that that is simple and understandable because of the confusion in particular areas. London Councils has taken an initial view that for the ORN £200 sounds about right in relative terms because we have to see it in the context of other penalties. Although, I know that one or two boroughs have been saying £500 or £1,000 would be better and others have been saying a lot less.

**Valerie Shawcross (Chair):** OK, I do not think we need to get too much detailed debate about the level of penalty here.

**Nick Lester (Corporate Director - Services, London Councils):** £200 is the current position London Councils has adopted for the ORN.

**Richard Tracey (AM):** Even that seems to be pretty excessive really.

**Nick Lester (Corporate Director - Services, London Councils):** The other thing I would say really goes back to Chrys Rampley's point on clamping. Clamping is clearly not going to be an acceptable issue for enforcement. Towing away will be but my understanding is that the ODA is considering only relocating from the ORN to adjoining streets. Now, that has legal problems because of the duty of care; let alone finding a space to relocate to. So, we are not certain what sounds superficially attractive is actually practical and workable.

**Jenny Jones (AM):** Crushing is an option obviously.

**Valerie Shawcross (Chair):** Nick, I would like to clarify the London Councils' submission. The point you make is a very clear one about reducing the superfluous and necessary people using the ORN. Is that because you actually want to see the size of the ORN actually reduced? Would you like to see less ORN miles on the roads? You have not quite said that.

**Nick Lester (Corporate Director - Services, London Councils):** I am not certain it necessarily relates to less ORN miles but it would relate to the degree of intervention that would be needed on each section. It is this difficult balance between the needs of the Olympic family, which we all respect, and the needs of business.

**Valerie Shawcross (Chair):** The point I am trying to make, Nick, is that if you have got a dedicated Olympic lane then the rationale is that you fill it up because you do not want to force other vehicles onto the general road, do you? Are you suggesting actually that if there were fewer people allowed to use the ORN the lesser demand would mean that we could have less of these ORN miles on the road?

**Nick Lester (Corporate Director - Services, London Councils):** Well, do remember that the ORN is not just Olympic lanes. Olympic lanes form a small proportion of the ORN. In other areas we are talking about changes to the road layout, changes to parking and loading regulations and restrictions. It just means that the level of intervention would be less if you had fewer people entitled to use the ORN facilities. In some cases it might mean fewer Olympic lanes, in other cases it might mean less restrictions on loading and unloading to businesses or whoever.

**Valerie Shawcross (Chair):** Less knock-on impact. OK, that is a helpful clarification.

**Murad Qureshi (AM):** One specific knock-on effect - and let's face it most of the Olympic Route Network is concentrated in central London - with the confirmation and security of the funding for Crossrail I am just wondering what knock-on effects it could have to the sequence of works during that period. Has that been taken account of? From Paddington through to Bond Street and Tottenham Court Road it could have quite adverse effects. I am surprised it did not come up as an instance where business would be concerned actually earlier.

**Chrys Rampley (Security and Infrastructure Manager, Road Haulage Association):** They obviously seem to be working round it because we have had very few complaints. I have

been on a bus going through that way and there is all the disruption already. Yes, I am sure it will be a problem.

The other thing I was going to refer to was on the additional tourist traffic in the West End area of people visiting during the Games. It is also being looked at so, again, demand and more goods. There will be a knock-on effect of that. Yes, I think Crossrail is going to be a problem.

**Murad Qureshi (AM):** My concern is the additional costs. Any contractor in that context will no doubt say that their movements are being restricted and I am not sure who is going to pick up the tab on that.

**Nick Lester (Corporate Director - Services, London Councils):** One of the things that it is possible to do with the much larger schemes is to plan this from the outset more clearly. I do not know the answer to Crossrail specifically but I would guess that the impact proportionately might be less than with some smaller schemes which are not planned so far out.

**Murad Qureshi (AM):** I would like to come mitigating some of the challenges we have. Nick, does the IOC really need to be at The Dorchester on Park Lane to enjoy the Olympics?

**Nick Lester (Corporate Director - Services, London Councils):** I could not possibly answer that not being an IOC member.

**Murad Qureshi (AM):** My experience of people staying in The Dorchester is they are usually shopping. The serious point here is do they necessarily have to be in hotels in the West End which are actually quite far from the main sites? It is not as though London does not have hotels. For example, in Stratford after the Westfield site is developed there are two new hotels. I would have thought that would be a better base for the IOC staff. Would that not reduce the east-west movements that actually most of the ORN is servicing?

**Nick Lester (Corporate Director - Services, London Councils):** Clearly the location of the hotels both for the IOC and also press and media in Bloomsbury area, have an impact on the ORN. I do not have in my memory enough detail of the host city contract to know what was agreed as part of the bid and that will be an area that I have no responsibility for and no detailed knowledge of. Obviously the closer people are to the main venues the less impact there is on any additional transport demand. That must be right. I am not certain it takes you a great deal further.

**Valerie Shawcross (Chair):** There must be a tension between wanting the whole of the city and businesses all over the city to benefit and demand creation on transport.

**Murad Qureshi (AM):** Sure. I just think The Dorchester has probably got demands on many other sectors apart from sports fans.

**James Cleverly (AM):** They will struggle to fill their rooms!

**Murad Qureshi (AM):** Yes, they do not have any problems at all most summers and I am sure they will not in 2012.

You mentioned the numbers; I will not go over that again. One of the things that was clear in Beijing, and in Athens actually, most of these lanes were not used most of the time. If you watched them they were not terribly used. I was just thinking whether, where it is possible, doubling up with bus lanes makes a lot more sense.

That makes a lot more sense than actually on the Marylebone Road having another lane for the IOC and having three lanes reduced to just one lane. That is a practical disadvantage and I think there are enough gaps between buses and black cabs to accommodate that flow. It does not seem to have been brought together in the thinking of the plans that I have seen so far.

**Nick Lester (Corporate Director - Services, London Councils):** What is driving the ORN is the journey time commitments that were in the bid document and the host city contract. Now, some of these are extremely challenging so that to get from Park Lane to Stratford in less than 20 minutes - which is the journey time target - is extremely challenging. That presses people to have as much empty space for the Olympic family as they can possibly get.

As in other parts of transport planning on the roads, we have been moving away from journey time targets to reliability targets. Maybe a reliability target would have been more helpful. After all what we have heard from other people, particularly things like athletes at that end of the Olympic family, is if you are told that your transport leaves at that point you get ready for that point. It frankly makes little difference whether it is quarter of an hour here or there as long as it is reliable and you can guarantee to get to your venue at the right time.

**Murad Qureshi (AM):** I am not sure what IOC penalties we would incur if we did not comply with those.

**Valerie Shawcross (Chair):** I think that is a really fundamental and important line of questioning we should pursue with the ODA and TfL. I think it would be interesting to see what the trade offs are. For the sake of 10 or 15 minutes we may be able to argue down some of these interventions. It is a very good point, thank you.

**Murad Qureshi (AM):** I think with regard to the hotel accommodation, the critical thing in that is you could reduce those times if people were nearer the sites they were actually going to be performing and enjoying themselves at.

The final thing, which is something that occurred to me, Nick, whilst you were talking about the numbers, are the IOC members, if they bring their vehicles, going to be exempt from congestion charging? You will probably know more so than others.

**Nick Lester (Corporate Director - Services, London Councils):** My understanding is that the vehicles are supplied for them rather than bringing their own vehicles.

**Murad Qureshi (AM):** What does that mean? They are being supplied by TfL? Sorry, Victoria seems to know something about this.

**Victoria Borwick (AM):** Only from the security meetings we have been having, some countries are bringing their own vehicles. We do know that as they are being shipped in because there are only two suitably armoured vehicles here in the country. Therefore, other countries will be bringing their own vehicles in because I sit on the Olympic Security Committee and that has come up.

**Nick Lester (Corporate Director - Services, London Councils):** You will be aware of that more than I am.

**Victoria Borwick (AM):** Just to go on about that, some of the cavalcades will be 30 or 40 vehicles long. Let us not beat about the bush. We have been talking about the transporting

of the people, the 55,000 and so forth. Some of the cavalcades for the senior people are vast. Of course, if you say, "Well I'm the President of this and my cavalcade is X cars and you're the President of this and you want one twice as big because you say your country is twice as big then you want one of 80 cars." It is, I have to say, quite a serious debate that we have had at the Metropolitan Police Authority and I just want you to visualise what that actually means.

**Jenny Jones (AM):** Before we leave this topic of the Olympic family and how to reduce it, and I am so glad London Councils have been suggesting it because I thought I was a loony leftie for saying out with the sponsors and out with the press and media and so on. Who actually makes the decision? Is it London Councils approaching; is it the IOC?

**Nick Lester (Corporate Director - Services, London Councils):** It is part of the IOC host city contract.

**Jenny Jones (AM):** So only they can decide --

**Valerie Shawcross (Chair):** We will get some detailed information on the commitments, because I think there is scope for negotiation on some of the commitments.

**Jenny Jones (AM):** We will give them a list of hotels closer to the Olympic sites or tents - it will be summer. Hyde Park? A use for Hyde Park?

One of the things that I am getting concerned about and you raised it earlier, Nick, is that pedestrian and cycling safety is really important. If we are going to try to take the pressure off public transport then we have to make sure people are safe. If crossings are being taken out from the ORN what guarantee is there that we will not see more accidents? You know what Londoners are like, they always run across the road, vault the railings and whatever. Is that going to be enforced?

**Nick Lester (Corporate Director - Services, London Councils):** There is a lot of effort being put into the areas around the venues and other key places like Trafalgar Square where they are close to venues - Trafalgar Square is close to the Horse Guards beach volleyball site. I think that is one type of problem and movement management zones are being designed to look at both pedestrian and cycle safety in those areas.

I suspect there is quite a different problem where you are getting particular things on the ORN which are away from a venue where they are just passing through. I mentioned Barons Court earlier. My understanding is that all the pedestrian crossings are going to be taken away from Upper and Lower Thames Street so that for people who work between Upper and Lower Thames Street and the river crossing the road will be an exercise.

**Nick Lester (Corporate Director of Services, London Councils):** It is those sorts of things where boroughs are being concerned about getting enough information about possible changes in accident levels, as well as congestion levels, because they are clearly very important.

**Jenny Jones (AM):** Joanne makes the point that the minute you have any casualty it actually stops traffic. When I broke my wrist I stopped the Old Kent Road, well one side of it. Do you think enough effort is being put into that thinking?

**Nick Lester (Corporate Director - Services, London Councils):** This is where there needs to be more information to enable that negotiation to take place. There is this direct conflict

between the needs of the Olympic family, which are very real, as I have said, and the needs of other forms of city activities.

**Nick Lester (Corporate Director - Services, London Councils):** There is no absolutely right place because everyone is going to have to compromise at one level. Until you get the detail of the information of the impacts it is much harder to make a sensible and rational conclusion as to where that compromise should take place.

**Jenny Jones (AM):** Perhaps we can keep this in line when we are --

**Valerie Shawcross (Chair):** I think we should and I think there is a big disability impact of that as well.

**Faryal Velmi (Director, Transport for All):** I was going to mention that. I think the issue of crossings is a real big concern because, obviously, if you have people that perhaps take a bit longer to cross a road and you take out a pedestrian crossing or you take out a zebra crossing, or in the case that is already happening where you reduce the time allowed for people to cross the road, it is going to have a huge implication. I would really like to see on a borough level and the ODA more thought given to that as well. I think definitely the 81,000 people allowed to travel is just quite staggering; 25,000 of them are sponsors. I would really urge the Committee to ask some difficult questions about that because I just think that is just grossly high.

**Victoria Borwick (AM):** I wanted to, if I may, go back on to this problem where we have got problems on the road in the sense of space. We are going to have bus lanes, the ORN and, as we know, these cohorts of vehicles coming through, let alone the various things we have talked about about the various Heads of State and senior members coming through with their cavalcades. They obviously do not want to stop, which is why they are taking away the pedestrian crossings. I do think that is something, as this Committee, we ought to flag up. Then we have the problem about all the problems being disability compliant. I have great concerns about what other vehicles are going to be allowed to use this route. That is my first question.

Secondly, we have understood that the sponsors are providing some 4,000 or 5,000 cars to also use, which are the ones sponsored by BMW. At the moment it looks like more people are going to be using the ORN. They are going to be using what is left of the road space and in some places there does not seem to be any road space. Perhaps you could just talk a bit more about how you see the overall picture. If many of us around the table would have to visualise what this is going to look like, when you start to put these things into play and do some mapping ...

**Nick Lester (Corporate Director - Services, London Councils):** I think getting those details out is something that London Councils has been urging for about two years now. There will be difficult choices of exactly the sorts of things that you mention. There is no point in presenting these at the last possible moment when it is then too late to work out any alternatives.

**Valerie Shawcross (Chair):** Nick, have you been told when you can expect this detail?

**Nick Lester (Corporate Director - Services, London Councils):** We understand that some sort of information is due out before the end of this year, but I am not certain at this point how much will be included within that. We had expected some more information in July 2010 but that was largely just the extent of the Olympic lanes rather than anything else. So, exactly the points that you mentioned --

**Victoria Borwick (AM):** If more vehicles are going to be using those lanes than the rest it is silly having the Olympic lane. You might as well just give the whole space over and keep the bus lanes.

**Nick Lester (Corporate Director - Services, London Councils):** It appears to be that the planning has started off from saying, "What are the demands of the Olympic family? What might be left over for anybody else to use?" Clearly there then has to be compromises made in some instances because the rest of the city has to function. We know that the Games are taking place but that does not mean to say that they take absolute priority over everything else.

**Victoria Borwick (AM):** We have said with the Games we want to be 100% for people arriving on public transport.

**Joanne McCartney (AM):** We have talked about the major ORN, but I represent the boroughs which are part of the alternative ORN or have training ORN routes through them. If you are looking at outer London boroughs, particularly from the rest of the UK, there are some park and ride schemes there. I think there is, in particular, a concern, particularly from the Home Counties, that people will drive to outer London, perhaps park a vehicle and then get on to the public transport network there. Is that the feeling you are getting from many outer London boroughs? Is the ODA taking that on board? What measures are being put in place?

**Nick Lester (Corporate Director - Services, London Councils):** Well, very much so. I mentioned Stanmore earlier on as an example of where there is a feeling that there will be informal park and ride happening. The view that we have is this is being left to the individual authorities to decide what they want to do. We talked to the ODA about the use of what are Section 14.4 related orders, which is where they set the penalties. Their view was they really do not want to have much to do with it if they can avoid it. I suspect that they are - rather like looking at an onion - focusing initially on the venues and then on the ORN. Therefore, everything else becomes everything else and it will be for the individual boroughs and authorities to look at the potential for an unofficial informal park and ride and what they wish to do about it.

I suspect that the extension of hours of existing resident parking zones in particular is likely to be an outcome. We know that the spectators and visitors will not be leaving there at 5.00pm to go home; it will be considerably later in some instances. Maybe even an extension geographically in some areas of parking zones. I do not have the details of how many firm proposals there are at the moment. I suspect they will come forward during the course of 2011.

**Joanne McCartney (AM):** Presumably if you are lengthening resident parking there has to be information given out to the Home Counties and elsewhere that you cannot drive into London because you will not be able to leave your vehicle anywhere.

**Nick Lester (Corporate Director - Services, London Councils):** Indeed. I think that is important. For the ticketed spectators, of course, there is clear information going to come as part of the tickets. There is also this element of people who might just come to see what is going on.

**Joanne McCartney (AM):** There is the cultural Olympiad at the same time and street artists.



**Nick Lester (Corporate Director of Services, London Councils):** Indeed. The estimates of how many that fall into that category are very much less certain, and at their bigger end are very big.

**Joanne McCartney (AM):** Is there any evidence, particularly in outer London, that there is a rail strategy being developed? I know my own borough has written to the ODA to say that they are concerned about rail links and needing extra staff at those outer lying rail stations to cope with the extra passenger numbers. There does not seem to be a strategy with regards to that at the moment.

**Nick Lester (Corporate Director of Services, London Councils):** I am not aware of an overarching strategy of that sort.

**Faryal Velmi (Director, Transport for All):** I would like to just mention blue badge parking. I think that obviously a lot of outer London areas are going to see an influx. I know Stanmore quite well and Stanmore barely copes with games at Wembley now. When there is a game at Wembley the whole area and residential place is just packed. So, I think it is a definite challenge to see where they would put a park and ride because it is already really busy.

I think with the issue of blue badge parking I would definitely like to see perhaps local authorities, for the duration of the Games, looking at increasing spaces where blue badge holders can park. I think that is definitely something which I believe should be looked at. Perhaps the ODA could be asked that by the Committee; it would be great.

**Valerie Shawcross (Chair):** Yes, Caroline was going to raise any other disability issues we have not touched on.

**Caroline Pidgeon (Deputy Chair):** We are promised that the Games is going to be the most successful Games, which you have already mentioned earlier, but actually what progress do you feel has there been in delivering the promised accessible transport for 2012?

**Faryal Velmi (Director, Transport for All):** As I mentioned before, a lot of the plans have been tied to the particular economic times that we are living in. It meant that certain accessibility plans, for example on the Tube, have been scaled back, which I think is a real detriment and is going to have an effect on terms of accessibility.

I think that from definitely the last year or two, whilst the intentions are definitely there and I could see it in the proposal that was made when London was put forward, accessibility was really highlighted. The intention seems to be there but because of the funding issues that TfL have had some of the progress that should have been has not been made. So, you cannot necessarily blame the ODA for that because it is linked to other economic issues which I think is a shame.

Within the Mayor's Transport Strategy we have seen not so much focus on accessibility as we would have liked, which I think has an impact for the Olympics. There are 18 months left and there is still time to make sure that the Games is accessible in terms of information and in terms of a different variety of services for disabled and mobility-impaired people. There is still time to iron out some of the problems, but it is unfortunate that the big infrastructure changes that we would have loved to have seen just have not happened.

**Caroline Pidgeon (Deputy Chair):** Are there any particular schemes that have slipped that you feel are really integral to this?

**Faryal Velmi (Director, Transport for All):** Well, the Tube primarily is a big issue. I come to this Committee and we speak about the Tube a lot. When the Olympics were first announced and funding was given we had plans for a third of step-free stations; a big foundation network of step-free stations. That was whittled down to 25% and now it has been more or less scrapped altogether. We just have a cluster of stations now that have step-free access. Within that cluster unfortunately we are still seeing that there are problems.

The other issue during the Games is looking at lift and escalator maintenance. If you have an accessible station and a lift or escalator is out of order that means a disabled person, an older person or a person with mobility impairments will not be able to use that station. Looking at maintenance as well as bus ramps, which I already mentioned, is going to also be key.

Also, seeing how services like Dial-a-Ride and Taxicard are going to respond as well, and particularly taxis as well. Obviously there are people who are still going to need to use those services. What is going to be the extra demand on taxis around the Games? Are people that need to use their Taxicard to go shopping still going to be able to do that when there are much more lucrative potential things out there? Some work needs to be done.

**Caroline Pidgeon (Deputy Chair):** Do you think, for example, London black taxis and blue badge holders should be able to use the ORN?

**Faryal Velmi (Director, Transport for All):** Yes, I very much think that. A lot of Taxicard holders really like the fact that black cabs can use bus routes, which means they can get about. I think we would definitely support that.

**Caroline Pidgeon (Deputy Chair):** There is going to be a huge increase in demand from people with different mobility issues. Do you think there needs to be more training for some of the volunteers and staff? What sort of training is going to be needed to cope with that demand?

**Faryal Velmi (Director, Transport for All):** Yes, training is essential. I think there needs to be training for transport staff but also for the volunteers and staff working around and in the venues. Disability quality training and disability awareness training are really important to ensure that disabled people feel included, but also to maintain customer service standards. Yes, absolutely, it is going to be vital.

**Caroline Pidgeon (Deputy Chair):** Are you aware of a training programme?

**Faryal Velmi (Director, Transport for All):** Not at this point in time, but I very much hope that it will be included in the plans. Definitely, as we move forward, Transport for All as an organisation wants to work a lot closer with the ODA to iron out some of the issues and we will definitely be proposing that after this meeting.

**Caroline Pidgeon (Deputy Chair):** Do you think some of the main stations, whether it is rail or Tube stations, really have sufficient capacity to be able to deal with the demand? We were talking about people using park and ride effectively and going to the outer Tube stations and making their own way in. I have done some research with colleagues and we were looking at, for example, travelling in from somewhere like Cockfosters station. It would take an hour and 41 minutes, you would need 3 buses, 3 Tubes and a 13-minute walk if you were in a wheelchair to get to the Games via an accessible route. Do you think there are some real issues there?

**Faryal Velmi (Director, Transport for All):** Yes, there are absolute real issues. This is why using local community transport (CT) organisations as well are going to be a real vital form of transport. As I said, I am pleased to see the ODA is utilising, and will be utilising, CT schemes. There are going to be problems for particular visitors coming from outer London, but there already are problems. Getting from Cockfosters into town in a wheelchair without the Olympics is a struggle. So, add a couple of thousand more people jostling and other wheelchair users or people using mobility aides to the mix then you are going to see even greater issues.

The really important thing for people to have - and I have said this lots of times already today - is information. We need to make sure that people have information and different accessible formats, but also real information, "This is what is going to happen if you are travelling in from Cockfosters, Stanmore or wherever. Are you prepared for it? Do you know that there is a step at this accessible station?" This type of information needs to be collated and needs to be readily available to disabled people and older people during the Olympics.

**Caroline Pidgeon (Deputy Chair):** I think the ODA claim to be developing this Games network of accessible transport to help and then give the information to help people get around the network. Are you aware of how that is developing? Do you have confidence in that?

**Faryal Velmi (Director, Transport for All):** Definitely. I think the infrastructure on paper definitely seems to be there, which is a positive thing. It is going to be really important just how that filters out to local communities. As I said it will require investment and it would require some thinking about how local people are going to find this information out; whether they are visiting the Games or just getting about their daily business. How is it going to affect them? I think that is going to be a challenge but we look forward to working with the ODA on that.

**Victoria Borwick (AM):** My concern is once you arrive at Stratford - or wherever - what is going to happen about getting people with any mobility issues actually to the venues? We know there is quite a long walk and I would like to make sure that we talk about that part too. It is not a case of just getting people to Stratford and then abandoning them. What do we do once we get to Stratford International to actually get those people with any mobility issues - and you do not have to be in a wheelchair either - to the Games? What actually are we doing from this Committee to help people? That is what I would really like some information on. Perhaps you could include that please.

**Valerie Shawcross (Chair):** That is a good point. We are building up a shopping list of information.

**Nick Lester (Corporate Director - Services, London Councils):** There is a programme that you may be aware called The Last Mile, which is directly concerned with that gap between a station and a venue - whether it is Stratford, Greenwich or wherever. That is being developed as we sit here so your interest in disabled people in that context fits within that programme quite carefully.

**Valerie Shawcross (Chair):** Can we get some information on that for the next meeting?

**Nick Lester (Corporate Director - Services, London Councils):** That is being developed with the GLA and with the ODA; there is a partnership helping to do that. That was also specifically referred to in the Secretary of State's statement on funding for the Olympics. It is being developed.

**Murad Qureshi (AM):** Just a marker: luggage. At the best of times the system does not deal with it. If you have an Olympics there is going to be a lot more luggage moving around between various venues possibly. Also, security issues surrounding events. At the Beijing Olympics they did search everything at every Tube station.

**Valerie Shawcross (Chair):** I am not sure about that question. I do not think people will be allowed to take in luggage into the Olympic sites.

**Murad Qureshi (AM):** I think it is an issue for a lot of Londoners.

**Andrew Boff (AM):** Just to say that the final Olympic travel plan is going to be published in spring next year. I just wondered if you could summarise for us what should be in it and what concerns does it need to address.

**Nick Lester (Corporate Director - Services, London Councils):** I think the important issue we would like to see in the final Olympic transport plan is firstly more of the detail and more access to the detailed sporting information. Secondly, some sort of contingency plan particularly on traffic and roads if the requirements do not happen and we do not get the level of demand that is currently assumed for whatever reason; what is the fallback.

**Carl Pittam (London Regional Director, Sustrans):** I would support that. The same way we started this session, I would like to see a credible demand forecast base for mode split and specific venues. Also for the ORN, which looks like it might be more congested than the rest of the road network, which would be an interesting outcome.

There were just a couple of points I wanted to make on the ORN - I had not realised we had moved off it. There is a suggestion that cyclists may be fined for passing through the ORN or along the ORN, which I find bizarre, particularly if it is a £200; that is more than a lot of bikes are worth.

**Victoria Borwick (AM):** They could get killed by the cavalcades passing through.

**Carl Pittam (London Regional Director, Sustrans):** There is a potential risk for that, but, apart from that, it is a bit ridiculous because people just decide to cycle on the pavement instead and avoid the fine, which is not helpful.

**Valerie Shawcross (Chair):** Absolutely. We will certainly pick that issue up.

**Carl Pittam (London Regional Director, Sustrans):** I absolutely support the suggestion that we have a look at the journey time commitments as well because the last thing we want are large numbers of vehicles moving very quickly through central London. Apart from sending a terrible message about a modern city and how people move around, the idea that important and wealthy people get driven around at speed and everyone else has to manage some other way --

**Valerie Shawcross (Chair):** Also, if your pedestrian crossing gets in the way it gets taken out. That is definitely an issue.

**Carl Pittam (London Regional Director, Sustrans):** Absolutely, yes. Crossings are a key issue. So, a credible demand forecast. We need to be promoting the infrastructure that has been put in place for walking and cycling; there has been some investment. We need to make the most of that as we are not quite there yet on that. We require general information about options for everybody, particularly Olympic sponsors, and encourage them to take the lead.

Also, alternatives - that is partly to do with the ORN and other things - as in making sure that people have information early on, including websites, but also when they get to a crossing, "Where is the nearest one? How many minutes away is it?" Finally, including accessibility, of course.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** I think particularly from a business angle - again, just going back to some of the stats - recognising at the moment that two-thirds of businesses expect to conduct business as usual without any disruptions. 56% do not intend to appoint anybody to oversee preparations at the moment; 59% do not intend to put in place flexible working. You have a degree of inertia there at the moment. I think you have to recognise that the ODA can provide the supply, but the management of demand really will come from Londoners and business. Therefore, to help them manage demand they have to have information. Publishing a route network leaves the "So what?" to them, which is why they need a lot more information.

To manage demand you also have to look at it in two ways: there will be a proactive, ahead of the Games planning to manage demand and there will also be managing demand on the day and reactive. The more businesses have to manage on the day, then the more you will erode goodwill to the Games. The more we can get them to prepare and plan in advance the better. We do have to think about the information sources ahead of the Games that will help them do this and what information sources will be available during the Games that they can rely on.

**Valerie Shawcross (Chair):** Yes, we need a pretty big public and business education campaign to get people doing things like buying in their stocks and supplies before the Olympic Games.

**Rick Cudworth (Head of Business Continuity and Resilience, Deloitte):** Also understanding what the alternatives are; what the implications are of the ORN and what the likely implications are on the Tube network. So, providing them with alternatives and providing them with guidance. I mentioned the pandemic planning before but if you go back to that and look at the information the Government provided there it was very, very helpful to businesses. It gave them guidelines and planning assumptions they needed to help them prepare.

**Chrys Rampley (Security and Infrastructure Manager, Road Haulage Association):** Obviously I concur about the information sources. For us it will be, again, real-time information. I am already involved in some work on that area with Information Technology Services (ITS). Also we are going to have a stream through our own website for our members with real-time information to help them. Information here is very key, as well as publicity. The whole country needs to know what is happening if they are coming to London and also to the other venues that we have talked about as well. As you say, I think there is a lot of inertia currently at the moment - sort of burying heads in the sand. They need to realise the enormity and the scale. It is not just like the marathon which is one day; it is a big issue. They do need to start waking up and start planning.

**Faryal Velmi (Director, Transport for All):** I would like to see clear and detailed plans about how disabled people, older people and people with mobility issues - whether Londoners or visitors - are going to be able to enjoy an accessible Games without disruption. Also how are they are going to be provided with clear real-life information on how to get to venues or to just carry on with their daily lives if their transport plans are affected.

I would like to see real thought given to blue badge parking and potential increasing of bays, and also looking at pedestrian crossings and zebra crossings. I think local authorities and the

ODA need to look at the impact that is going to have on people who are trying to cross the road locally.

London has invested billions into these Games and I would like to see from the plan what we are going to learn about our transport network. How can we evolve; how can we develop and grow to ensure that we can cope with this level of demand from disabled and older people? I would like to see a real outlining of that legacy of the Games.

**Victoria Borwick (AM):** We do not seem to have touched at all about using the river in the sense of transport. I just want to flag it up because in some ways it does go right up into the area.

**Valerie Shawcross (Chair):** It is going to be low capacity but important nonetheless and we will look at that.

I would just like to thank our guests. That was incredibly useful, interesting, eye-opening set of conversations. It was a very useful session for us.