

Transport Committee**13 November 2012****Transcript of Item 5: Review of Transport for the 2012 Games and the Transport Legacy**

Caroline Pidgeon (Chair): Let's move to our main item today which is reviewing transport for the 2012 Games and, importantly, the transport legacy. I am pleased to welcome our guests. Starting from my left here Michael Roberts from the Association of Train Operating Companies; Dave Ward from Network Rail, our friend who has been here many times before; and Mark Evers from Transport for London. We will have joining us for some of the session this morning Baroness Tanni Grey-Thompson who is a Transport for London Board Member. We particularly asked if she could come along today to pick up some of the issues.

First of all I should obviously put on record our thanks to all of you for the transport operation during the Games which exceeded all of our expectations. All the planning clearly went very well indeed. I want to put that on record. Today we want to look at the legacy and what we can learn from that for the future so that passengers in London can benefit from the things that happened in the Games.

Let's kick off with the questions this morning. I wanted to pick up the issue around the cost of all of this. I think it came to £7.2 billion being spent on transport for the Games. £7 billion for new infrastructure and £200 million for all the other measures. With all that money being spent why do you think it was so successful in terms of the Games and how it worked? Is it because you could throw money at it or were there other particular reasons? Mark [Evers], do you want to start?

Mark Evers (Director of Games Transport, TfL): Thank you very much. I think it is important to note that the vast majority of that £6.5 billion odd of infrastructure investment were projects that were already planned as part of either Transport for London's upgrade programme or work that was going to take place on the national rail network. As a result of that, planning had been underway for many, many years and there was also a very clear requirement for the work both now but also for the Games then into the future as well. One of the reasons why it went so well was that we were able to put in place the infrastructure in some cases more than a year ahead of the Games so that that new equipment had time to be tested and bed in. Therefore, by the time that we got to the Games we were able to operate what was a very reliable transport network.

Dave Ward (Olympic Delivery Director, Network Rail): I think I concur with Mark; the infrastructure that was put in place on national rail and aligned to national rail. The North London line is probably the best example of that where the Olympics provided the catalyst for that. However, the legacy was before the Games in terms of what the London Overground services were doing both in terms of resilience and increased ridership. That has continued. I think there was a whole element of strategic planning around the Games that then flowed through to operational planning but, uniquely for this industry, we were doing it 18/24 months out around a specific event and target so everybody was focused. A great example was the Olympic timetable was uploaded on all systems 12 months ahead. We were able to look at our maintenance and renewals programmes in the right thing and

make sure that we did the work that was needed prior, but also provided that canvas to run train services through the Games and around venues.

One of the lessons that as an industry we have to take is that we all have our own functional targets and objectives, but when we come together and we plan very much as integrated and are quite clear and decisive about the decisions we make about planning, then it comes together really quite well. What the Olympics provided for everybody was the Olympics were not going to be moved and it was not going to be suspended. There was a time there where everything had to be done. No way was it in anybody's interest for it all to be completed the weekend before. Therefore everything was done in a very logical timely order that allowed everything to bed in, all the snags to be done and all the operational requirements to be put in place.

I remember sitting in a Committee after the Diamond Jubilee and saying we ended up with something like 184,000 seats an hour out of Stratford as a transport hub across all modes. For the first time in my career we operated it as one transport mode and one transport hub. Because we had that air time in terms of planning and delivery and the Games transport board under one leadership of Transport for London that, to me, was absolutely key. We went into something with everybody knowing their part, knowing what we had to do, and the right governance structure and the right decision making structure both leading up to and during the Games.

Caroline Pidgeon (Chair): That One Team Transport was crucial to you in making it all work; that coordination?

Dave Ward (Olympic Delivery Director, Network Rail): For me I think it is the biggest legacy. It is the one where we have all understood what each party does and what their different challenges are. More importantly, we all understood that actually if we are prepared to compromise and focus on one product of delivering transport, a lot of the angst that you go through and the noise that you go through gets lost and it becomes a much more robust product.

Caroline Pidgeon (Chair): Michael, what about from the train operating company point of view?

Michael Roberts (Chief Executive, Association of Train Operating Companies): For me I think there were five ingredients for success. 1) Absolutely critically important is the investment that you mentioned. Not just in hard kit and network but the investment which facilitated the provision of extra train services and longer train services. On the three Sundays, for example, during the Olympics train companies, with their colleagues, Network Rail and others, were providing 60% extra capacity to serve major events like the Marathon, for example. So investment is number one.

2) The ability to prepare and prepare well in advance, as Dave has already mentioned, which enabled us to test our arrangements on occasions like, for example, the Jubilee weekend, where we were able to learn from issues there. Also, preparation in a much wider sense; being able to forecast the likely demand and to prepare for that.

The third of the five is the spirit of cooperation and coordination which existed. Not just in advance but in real time through things like the Transport Coordination Centre (TCC).

The fourth was, notwithstanding all the preparation, the ability that, collectively, the public transport providers had to respond as things happened so flexing the messaging around travel demand

management as and when that was needed. Flexing the provision of services. In some cases putting extra services late at night at short notice.

The final ingredient for me was about the people. That is about the staff working together, putting in an enormous amount of hard work, but with good grace and with a spirit of fun on the front line. I have in my head the image of volunteers getting people to move on with those pointing hands and adopting the Usain Bolt stance. That sense of fun overlaying the hard work. Also I think thanks go not just to our staff but also to our passengers, whether they were on the bus and Tube network or on the rail network, because they too entered into the Olympics in that spirit of saying, "This is different. There are going to be lots of people travelling. What can we do to help London keep moving and deliver a great Games at the same time?" I would point to all of those five things.

Caroline Pidgeon (Chair): Thank you. That is very helpful. We are going to tease out some of those in further questions. Can I just pick up something specifically on the costs? Transport for London (TfL) has said to us that its fare revenue fell by £3.4 million during the Games but that will be offset by funding from the Olympic Delivery Authority (ODA) for new infrastructure and so on. In your submission, the Association of Train Operating Companies (ATOC), you suggest that train operators incurred significant additional costs and they would be out of pocket because the ODA will not cover all of that. Do you want to expand on that, Michael?

Michael Roberts (Chief Executive, Association of Train Operating Companies): Overall our view is that commercially for train operators the Olympics broke even. There were some who would have provided additional capacity in the form of extra trains or longer trains and provision of extra staff. Some of which would have been planned for and anticipated in the delivery plans that they would have agreed with the ODA, but some of which would not have been, as I said in response to events at the time, budgeted for previously. Some operators on routes where, for example, they were not serving major Games events or destinations, may have seen a significant downturn in patronage, particularly as people who work in London decided not to do so or to work less often in the capital. They would have seen a downturn in revenue.

Those are some of the reasons why some parts of the network would have seen a loss. That combination of additional cost in some places and lower revenue in other cases but, overall, others would have made good, not least due to the support of the ODA. That is why we think, across the piece, it was a break even situation.

Caroline Pidgeon (Chair): For those companies where they, because of demand, had to put on extra trains the ODA will be covering all of those costs?

Michael Roberts (Chief Executive, Association of Train Operating Companies): The arrangement between the ODA and the train operating community is essentially a series of discreet arrangements for each operator. Some of the arrangements are bilateral between ODA and the operator. Some will involve an arrangement that involves the Department for Transport (DFT) that ultimately is the other side of the franchise for many of the train operating companies. I think there is still a discussion going on between ODA and some of its partners in the industry about exactly how the financial arrangements will be settled so I do not know to what extent all of the losses that I have referred to in general will be eventually covered by the arrangements.

Caroline Pidgeon (Chair): Thank you for clarifying that. I am just wanting to pick up now about the Mayor's Transport Legacy Action Plan which is for the industry to work together on the legacy. In this action plan which I have been looking through there are 28 actions in it but only 15 are actually funded. How are you all working together to deliver this legacy through this action plan and how are you going to secure the funding to be able to do all the things that you want to?

Mark Evers (Director of Games Transport, TfL): We have had several discussions following the Games at the Games Transport Board, talking through areas where we believe that there is an opportunity to do more collaboratively. There are areas such as travel demand management which we have already had some discussions around. We believe that that will provide us with the opportunity to either look at new ways of undertaking upgrade work at some of our busiest stations that would be less disruptive to passengers, but also an opportunity to potentially delay the need for infrastructure work in some parts of the network. Where it makes sense for us to collaborate we are looking at doing that. Another very good example would be the TCC. Dave, I do not know if you wanted to pick up on that in a second.

Ultimately a lot of the legacy comes down to the way that each of our respective organisations work. We have got to own that ourselves. Speaking from a Transport for London perspective we need to justify and make the case for the various pieces of work that we might want to do beyond here. We have learned a lot from the Games. We are assembling the evidence that demonstrates what worked well and what did not and how much it cost so that we are able to put together our own budgets moving forward so that we can pick up those things which had a real benefit to London's travellers and do more of it in the future.

Caroline Pidgeon (Chair): All these discussions are going on. Do you anticipate you are going to be able to secure the funding to complete all of the actions that you have agreed need to take place?

Mark Evers (Director of Games Transport, TfL): Certainly looking across the legacy action plan there are areas where more work is needed but we are only a few months after the Games. I do not think we are in a position yet to say precisely what is needed in each of those areas. Transport for London is looking at the legacy action plan as part of the work it is doing to prepare the *Travel in London* report which will be coming out next month. Looking at that piece of information alongside what has been outlined in the plan would suggest that we are on track to deliver the legacy but there is more work required. We will need to think very hard about where we get our funding from and how we justify that alongside all of the other things that we need to do as a business as usual perspective in London.

Caroline Pidgeon (Chair): Dave or Michael do you want to comment at all on the Transport Legacy Action Plan and work?

Dave Ward (Olympic Delivery Director, Network Rail): Certainly. I would pick up on two points that Mark raised if I may. One is the Transport Coordination Centre. The three legacy challenges for the industry from that operation are that it was a coordination centre and not an operational tactical decision-making centre. It was put together specifically because the Olympic Games, and being the host city, brought a number of transport challenges that just are not there and are unlikely to be there again. That was around the Games family, athletes, the Olympic Road Network and the body politic and ensuring that that was all coordinated so that, as an industry and in the spirit of one team transport, we had one source of the truth, one source of information.

It showed the benefits then when you align it with some of the points that Michael alluded to; the Games Makers and our own travel champions where, whoever they interacted with, they had one version of what the transport picture was at that time, along with some of the social media stuff and information schemes. Clearly that provides a legacy that we should build on. If we are speaking four or five weeks after the Games and we have all packed our suitcases and done our accounts. We had a meeting last week and said, "We should fire it up on New Year's Eve and call it, what we call, a TCC-light" so very much transport focused. We do not have the Games delta. We should look to build on some of the processes about information and see if that delivers the benefits that we know it delivered during the Games but in a business as usual scenario. That would then give us the blueprint for looking at how many times you would fire it up. Is it appropriate for severe weather events, for example. All the stuff that traditionally, if you have not got a one team transport concept, we have struggled to give seamless and consistent information. That is quite difficult to cost at this stage and what that would look like going forward but the important thing is we have all committed to say, "Let's not spend months trying to evaluate what it would cost and look like. Let's just get on and do it. Do it in four or five weeks' time and evaluate it in a proper business as usual scenario". That is one important point in terms of the legacy plan.

The other one is transport demand management. If we look at the challenges that the Games gave everybody in how busy London would be both in transport and business as usual it really was, for me, quite difficult to be certain that the predictions and forecasts would be accurate. What we did know was that, if they were, there would be certain places of the transport network, both Tube, road and national rail, which would not have coped. We did the biggest marketing people behavioural exercise that most of us have ever been involved in. I guess we were quite astounded at how successful that was at the key hotspots. London Bridge is the best example.

Caroline Pidgeon (Chair): We are going to go into that in more detail in a bit.

Dave Ward (Olympic Delivery Director, Network Rail): We capture that as part of the legacy of how that gives London and all of us the certainty that we can manage some of the disruption/construction that we will see in the next five to ten years.

Again it is difficult to evaluate what the cost would be, what the funding would be, and how big an exercise it is. The most important thing is to keep the momentum going and keep the dialogue going across the one team transport to ensure that some of the concerns that the train operating community had are taken on board, and that we focus it on areas where we all know that we are going to be challenged. Those are the two important things for me about how we take that legacy plan forward.

Caroline Pidgeon (Chair): In some ways the plan is theoretical on paper and you cannot even tie down an exact cost but you want to try some of these things in normal everyday circumstances like New Year's Eve or bad weather and so on and see how they work and then you can evaluate the cost going forward?

Dave Ward (Olympic Delivery Director, Network Rail): Exactly.

Caroline Pidgeon (Chair): Michael, did you want to pick up, particularly we have started talking a bit - which was my next set of questions - on the Transport Coordination Centre. I know ATOC was

slightly concerned that your train companies did not have as much involvement as you would like so perhaps going forward you are hoping for more?

Michael Roberts (Chief Executive, Association of Train Operating Companies): Yes. The point is really about a nuance rather than a fundamental problem. I think everyone recognises that the TCC was a really good innovation for the Games. As Dave was suggesting, it is something we can use in the future, perhaps in a TCC-light way – you heard it here first! – both for planned major sporting events. We are thinking about the Rugby World Cup in a couple of years' time. That is the sort of thing for which it might be applicable. Also other planned events; New Year's Eve in the capital. As well as potentially – and probably needs a bit more thought – being a model that we can take off the shelf for unplanned events. Sustained poor weather for example. It may be something that we can set up at short notice if we need to use that as an industry.

Apart from that I did not have any other comments on the action plan.

Caroline Pidgeon (Chair): That is helpful. One of the big frustrations when we have had poor weather, or whatever, is the information to passengers so if you can get that right that will help people make informed choices.

Richard Tracey (AM): Just one or two things. You did very well. Let's make no bones about that. Do you know, from analysing Oyster usage and Travelcards and all the rest of it, how much you were helped by people being on holiday during August and people working from home? There is no doubt a lot of people did work from home. Have you got any sort of analysis of that?

Mark Evers (Director of Games Transport, TfL): Throughout the Games, both the Olympics and Paralympics, we conducted surveys of travelling members of the public to look at how they were doing things differently. There was also a set of people that we followed throughout the broader population as well to pick up those people that perhaps were not travelling as much as they would ordinarily do. We saw, broadly speaking across the entire Games, about a third of people doing something different. That was not people just staying at home. Actually a lot of that third were people that were travelling at a different time of day. Not a big change in their travel time. It might have only been half an hour or so but it meant that they were able to avoid travelling at the busiest times. Similarly people were saying that they were using different stations or perhaps using a different mode of transport as well. That has been supported by some of the detailed analysis that we have been able to do with Oyster data which shows that if a person prior to the Games was looking specifically at using – pick a station – St James' Park, instead they were getting off at Victoria and you presume walking the rest of the way. Certainly the Oyster data that we have available corroborates the fact that that is certainly --

Caroline Pidgeon (Chair): We are going to pick that up in the later questions so I do not want to get into that detail at this stage, Richard, because it is a question later on.

Richard Tracey (AM): It just struck me. Has any thought been given to introducing a more flexible Travelcard to allow people to travel two or three days a week rather than working the whole week in London?

Mark Evers (Director of Games Transport, TfL): We continue to review the products that we make available to people on an ongoing basis. Certainly people find that the Oyster pay as you go product is a very good product in that it automatically defaults to the cheapest set of fares available.

That is probably the best thing for now but we continually look at the range of products available to us so that we have things out there that people want to use.

Michael Roberts (Chief Executive, Association of Train Operating Companies): That sort of product is something that on the national rail network for London and the South East we are looking at introducing, probably in the next couple of years, facilitated by the extension of smart ticketing technology throughout the South East as a whole. This is a reference to the DFT funded project, the so-called South East Flexible Ticketing (SEFT) project, for which the Chancellor allocated in the 2011 Autumn Statement £45 million as a pump priming to enable us as an industry in the South East to extend smart ticketing technology. Once the technology is extended then we have the opportunity to look at new more flexible products. The thing you mentioned of somebody who is travelling two or three days a week for whom the classic season ticket does not quite make sense is exactly the sort of product that we are looking at introducing once we have got the technology in place.

Richard Tracey (AM): Any idea when you might get to some sort of final conclusion on that thought?

Michael Roberts (Chief Executive, Association of Train Operating Companies): In terms of roll out and implementation this is probably two years rather than two months. That order of magnitude. I have not got a specific date and the industry has not yet got a specific date for the South East yet.

Caroline Pidgeon (Chair): Many of us would support a part time Travelcard which is what you are suggesting.

Murad Qureshi (AM): One of the things I welcomed during the Olympics and Paralympics was the integrated ticketing. As a sports fan you could get your Olympic tickets and travel tickets at the same time. I want to be reassured that is going to be continued with other sporting events that we have here in London - not just the big things but also the weekly football fixtures that we have regularly most weekends during the autumn.

Mark Evers (Director of Games Transport, TfL): Something to consider there is that many of the people attending the events that take place in London on a regular basis already have their own season tickets and Travelcards so thought needs to be given to which events are most appropriate. Certainly during the Games there was a session hosted here in City Hall with some major event promoters to talk through what could we learn from the Games, and that was something they had picked up. With the Oyster ticketing product we are able to work more closely with big event promoters so that you can look to do things like that in the future. It comes down to how big is the event and what is the travel requirement of the people that are coming to look at that event, but certainly it is something that we need to look at. Things like football events, if you have got the majority of local people using it, it is perhaps not as applicable for that.

Murad Qureshi (AM): You would be surprised how many people from the Home Counties come in to London to watch London teams actually. I want to be reassured that is not lost. There are some benefits locally around stadiums for local authorities. It puts the emphasis on public transport rather than parking. That is something that needs to be continued. Can I be reassured that you will take up the latest technology on that front because some countries are still ahead of us, even though we were quite successful during the Olympics on that front? I will give you one example of Rome in 2009

where the ticket you bought for the Champions League Final was also the piece of plastic you used to get round on the Underground in Rome.

Mark Evers (Director of Games Transport, TfL): Yes. There is a future ticketing project within Transport for London looking at a variety of different ways for people to make use of the public transport network looking at things like smart cards as part of your bank card and near field technology with mobile phones. We have also had events here in the past – I think it was the Tutankhamun exhibition – where the smart card reader was embedded into the ticket as well. Looking at a variety of different options. Clearly some of those things cost more than others. What we are looking to do is use, most likely, the smart card technology that is developing along with bank cards so that people will already have that piece of equipment available to them and they can seamlessly use the network irrespective of where they are from; whether that be London or other parts of the UK.

Murad Qureshi (AM): Finally, does ATOC have views on this? Are you going to be continuing this practice of integrated ticketing? There are loads of Londoners who leave London to watch games and sporting activity. Is that something you are going to be offering through your --

Michael Roberts (Chief Executive, Association of Train Operating Companies): It is something we do in other walks of life. We work together with some of the tourist attractions in London and offer combined tickets and discounts or free tickets to the event itself together with buying your travel ticket so, in principle, this is something we already do in another space. We would be more than open to any approaches from the footballing fraternity, for example, if they wanted to offer a joint product to fans.

I suppose one observation I would have – this is just a practical point I suppose – is that with the Games there was at least a single institution with whom the public transport fraternity could engage with to arrange joint ticketing. In terms of football clubs you have got the prospect, potentially, of having to do arrangements with individual clubs rather than a single entity but there may be a role perhaps for the Premiership or the Football Association more generally for that. I think the principle is something that, in practice anyway, we already engage with in other walks of life and we would be open to discussions with a football entity as well.

Murad Qureshi (AM): Let's see it extended in the sporting arena.

Roger Evans (AM): Can we talk a little bit about Stratford International Station. Mr Ward, could you tell us what services are now stopping at Stratford International?

Dave Ward (Olympic Delivery Director, Network Rail): The South Eastern high speed services stop there. They are the only operator that uses Stratford International.

Roger Evans (AM): Right, and how regular is that?

Dave Ward (Olympic Delivery Director, Network Rail): Timetabling is not my strong point. I think you have got six trains an hour during the off peak.

Roger Evans (AM): OK. What happened to the Javelin service? Has that been integrated into that or has it just been ceased?

Dave Ward (Olympic Delivery Director, Network Rail): That is the Javelin service. The high speed South Eastern product started 14 months before the Games and it serves East Kent and the Kent coastal towns. Indeed, that is what I travel on every day. It has revolutionised my journey. There was a specific timetable for the Olympics that served the demand from St Pancras, Stratford and Ebbsfleet. When the Games finished it reverted back to the high speed service timetable.

Roger Evans (AM): So it is what was there before the Games rather than what was there during the Games?

Dave Ward (Olympic Delivery Director, Network Rail): Yes.

Roger Evans (AM): It has not been a service enhancement? Even though we have got the new station the service is no better as a result of the Games?

Dave Ward (Olympic Delivery Director, Network Rail): The Games service that applied for the Javelin was specifically specified by the ODA at the time South Eastern bid for the franchise. The important thing, to put in context, was that the additional capacity that served Stratford International during the Games was at the expense of capacity into East Kent, particularly after 8pm. It was a complete recast of the timetable that was specific for the demand of Stratford International during the Games. What happened as soon as the Games finished was the timetable that had been in place and the capacity that had been in place for the whole of Kent and Stratford reverted back. I think it is quite dangerous to see what we delivered during the Games as an enhancement. It was a specific service for the Olympic Games which had quite dramatic reductions in services for people travelling into London from Kent on high speed.

Roger Evans (AM): I can see that the demand for use of Stratford International will have fallen again now that the Games are over but of course the legacy organisations are doing the best they can to reopen some of the venues and to develop a large amount of that area for residential and commercial use. What are you doing to work with them in the coming years to make sure that the service at Stratford actually reflects the level of demand?

Dave Ward (Olympic Delivery Director, Network Rail): One of the legacy items from the Games around the infrastructure at Stratford International was we converted -- if you are familiar with it, it had four operating platforms prior to the Games. You could only reverse the train service so come into Stratford and go back to St Pancras at two. We did infrastructure improvements that made it totally flexible for all four platforms. That gives a blueprint and that gives a foundation. The Olympic Stadium when it hosts the World Athletics Championship, for example, that gives the flexibility to introduce a timetable and a service provision that meets the demand that would be there for a weekend or any given period of time.

I am speaking for South Eastern here but the high speed service is extremely well patronised from Kent. It runs a 12 car operation that is all full now. Therefore the balance of service provision during business as usual and every day is right. We have definitely seen an increase in terms of people travelling to Stratford both leading up to the Games and after the Games. You have got obviously the biggest shopping centre in Europe just outside the front door. You have got a whole host of amenities that are starting to evolve there. I think it is something as an industry that we just have to keep constantly under review; how we leverage the best out for people who want to use Stratford.

Roger Evans (AM): Obviously it is going to be worth watching for the future. What about the vexed issue of Eurostar trains stopping there because it is not really international is it?

Dave Ward (Olympic Delivery Director, Network Rail): It felt very international during the Games!

Roger Evans (AM): Even Romford felt quite international during the Games!

Dave Ward (Olympic Delivery Director, Network Rail): It is very unlike me to duck a question but it is not appropriate for me to speak about the provision of Eurostar services. That is a matter for Eurostar and what they see.

Roger Evans (AM): Can I ask if Transport for London are involved in encouraging Eurostar to use Stratford International?

Mark Evers (Director of Games Transport, TfL): No, we are not encouraging them at the moment. It is, again, a matter for Eurostar to look at what they want to do in making use of that particular facility.

Roger Evans (AM): Do you not think you should be advocates on behalf of Londoners?

Mark Evers (Director of Games Transport, TfL): I think it is a commercial matter for Eurostar to look at what they ...

Roger Evans (AM): Perhaps, Chair, we could be advocates on the part of Londoners.

Caroline Pidgeon (Chair): Michael might be able to answer because obviously Eurostar is a train operating company.

Michael Roberts (Chief Executive, Association of Train Operating Companies): My two colleagues have answered very well. It is a commercial decision for Eurostar.

Roger Evans (AM): Is Eurostar a part of ATOC?

Michael Roberts (Chief Executive, Association of Train Operating Companies): Yes, they are.

Roger Evans (AM): So it is something that would certainly be worth discussing for the future with you.

Michael Roberts (Chief Executive, Association of Train Operating Companies): Ultimately it is a commercial decision for them.

Roger Evans (AM): OK. Looking at the changes that were made more widely during the Games, we were able to change railway timetables at short notice and even operate the train service an hour later on Sundays. Is that something that you could see doing in future or is it too big an ask?

Michael Roberts (Chief Executive, Association of Train Operating Companies): I think the reason why that was done on certain parts of the network around the capital was because there was

clearly a demand associated with people leaving Games events at the end of the evening. If there was a demand in future that is there to be served late at night then there is a case for operating those services. Often, as things currently stand, that demand will not exist so the services will not be provided.

Roger Evans (AM): Obviously we would not ask you to do it if there was not a demand for it. I suppose what I am checking is that you do not have an inflexible situation with respect to engineering, for example, or working practices which would prevent you doing that in future?

Michael Roberts (Chief Executive, Association of Train Operating Companies): Dave will probably want to speak about the engineering practices but clearly a lot of work takes place outside of the normal working day in terms of taking possession of the network. That is an area that Network Rail is working hard to constantly improve on itself and together with the industry. Dave I am sure will want to say more about that.

Dave Ward (Olympic Delivery Director, Network Rail): We planned a long way out - as I alluded to earlier - to give the canvas to run trains rather than put shovels in to the ground. What that has done is two or three spin offs from that. One is it has forced us to look at certain locations and work with our colleagues where there may be either demand now or future demand about what our historic engineering patterns have been. The trade off is we have to maintain a railway. It is a safety critical system and it needs a lot of love and care. Actually it forces us to go back to first principles about how we inspect it and how we understand what that infrastructure is doing each and every day.

One of the mitigations for not doing engineering work for the best part of 60 days in the inner London core was we deployed our helicopter on a very robust inspection regime. It flew about 380,000 miles out of Southend Airport during the Games using very high spec digital and thermal imaging equipment to inspect our infrastructure. It was so successful that we have just purchased or leased another helicopter this week and it will become operational from 1 December 2012 for the South East and South East only. That starts to build us up to a position where we can have meaningful discussions, based on demand, about what are the appropriate access regimes.

I cannot promise the Committee that that would ever be a blank cheque but we are starting to move where we do not have to be as inflexible as perhaps we have been in the past. We can offer a bit more flexibility around major events or particular nights because clearly some nights the demand is there where it is not. What the Games has shown us is that if we are prepared to look at it in a different way, a whole host of opportunities emerge.

Roger Evans (AM): That is quite positive. It is a surprise to me to hear you can do an inspection with a helicopter. I always thought you needed to have a guy walking along the track hitting the rail with a hammer or a train with sensors underneath to do that.

Dave Ward (Olympic Delivery Director, Network Rail): We will still do a manual inspection but the whole automated inspection that we start to move towards - whether it is on trains, or kit on the ground, or whether it is flying in the air - gives us a much more robust systematic review of what has changed on the infrastructure on a daily or a weekly basis. That then drives what your interventions are and what your specification is. At the moment we just do it cyclically. Every seven weeks we do X. If you get a better understanding of your infrastructure on a daily basis you can look at what leeway

you have in terms of demand. There is some momentum about looking at that and looking at it in a different way that was born out of what we were challenged to do during the Games.

Michael Roberts (Chief Executive, Association of Train Operating Companies): Just to add to what Dave said there are a number of ways in which we can get smarter in understanding the condition of the asset and then managing the track and the signalling and so on. One of the opportunities is actually through using trains as a real time smart way of understanding the quality of the infrastructure and enabling Network Rail, as the manager of that infrastructure, to take preventative action rather than waiting when something falls apart. There really are huge opportunities.

Actually, both operators and Network Rail have every incentive to try to minimise the times of the day when track is taken in possession for engineering works because, from our point of view, it does compromise our ability in certain places at certain times of day to earn revenue by carrying people from A to B. Network Rail have got a regulatory target to reduce the amount of time that the network is down for engineering works.

Caroline Pidgeon (Chair): I want to take this opportunity to welcome Baroness Tanni Grey-Thompson who has just joined us. She is a Member of Transport for London's Board. You are very welcome. Thank you for joining us this morning. We have got a couple of questions on other areas before we come to some that we might want to particularly address to you.

Darren Johnson (AM): It was a quick follow up on the issue of Stratford International. Although, as you all say, the decision is a commercial decision for Eurostar as to whether they run services from there, the name of the station, however, is in your gift and clearly it is a fraudulent name at the moment. It is not right to call a station international that does not run international services surely?

Dave Ward (Olympic Delivery Director, Network Rail): I am not ducking the question. Unfortunately the name is not in my gift. Stratford International is owned by High Speed 1 which is a private company and what they choose to call their station is clearly in their domain.

Darren Johnson (AM): It is a problem and I think it is hugely misleading for the public.

Dave Ward (Olympic Delivery Director, Network Rail): Interestingly, it does help in identification. Whether international is the right identifier I leave to one side but you have a big national rail station at one side of Westfield called Stratford and you have another station that is a national rail called Stratford. Therefore they both do need to get an identity that separates them for way finding.

Darren Johnson (AM): I agree it needs a different identity. Absolutely. I think we are agreed on that. However, one that suggests it is running international train services is quite clearly a fraudulent identity. It is no more international than London Bridge is, in that you can hop on a train and get to St Pancras.

Caroline Pidgeon (Chair): I am sure, as other international companies suddenly want to stop trains there, that Eurostar and others suddenly will want to. I am sure that will happen in the near future.

Dave Ward (Olympic Delivery Director, Network Rail): Exactly.

Richard Tracey (AM): Thank you, Chair. In advance of the Olympics there was quite a lot of publicity that came out from TfL about the rapid response units, blue light engineers, going out to break downs. Indeed there was evidence that there was a considerable improvement in the speed of fixing problems and problems occurring at all. Is this going to carry on? Is this a permanent fixture in the TfL operation?

Mark Evers (Director of Games Transport, TfL): We were very pleased with the reliability of the network during the Games but it is worthwhile pointing out that actually it was not a step change from what we ordinarily achieve on the London Underground network. For example, we typically operate 97% of scheduled services on London Underground. During the Games we were performing at 98% or 99%. It is not a massive step on. Some of the things that you have alluded to, like having rapid response teams with drivers who were part of British Transport Police who could get you to sites more quickly under blue light, make sense and we are continuing to do those things in the future as well. Issues like having a greater number of rapid response teams on standby or a greater number of spare parts distributed across the network are being assessed at the moment to see where there is a good business case for doing that.

Obviously there is a cost associated with having more spare parts in stock and having more people. There is a detailed analysis taking place at the moment to look at where that is a really good use of our money so that we can provide the most reliable service that we possibly can.

Richard Tracey (AM): You said that you were achieving 97%, but apparently, according to what we have been told, the daily disruptions during the Games were better than the averages for 2012, so clearly it did have some considerable effect.

Mark Evers (Director of Games Transport, TfL): The numbers that you are referring to are the number of specific incidents that took place.

Richard Tracey (AM): Yes.

Mark Evers (Director of Games Transport, TfL): Some of those incidents might take only a matter of seconds to resolve and may not have any impact upon the customers' experience or on the number of kilometres operated. Clearly having some of those specific initiatives that we had for the Games had an impact. As I said, there is a cost associated with that so it is looking through to make sure that you do keep on doing the right things and not necessarily all of those things that you were doing.

Richard Tracey (AM): You say cost. We understand £19 million was spent on these special facilities. £19 million is a lot of money but £19 million in the context of your total TfL budget which is £9.5 billion/£10 billion now is surely worthwhile. It is one of the great bugbears of the travelling public to have these breakdowns and disruptions. If we know they can be fixed by having blue light units going out then we should surely go to it and make sure that that happens.

Mark Evers (Director of Games Transport, TfL): Absolutely. There is a programme of work within London Underground looking specifically at improving reliability across the entire network and we have made very significant progress there. There has been a 40% improvement in the reliability of the Tube network over the last five years but we need to do more. That involves looking at some of these specific initiatives. We will continue to do those that make sense and are good value for money.

Richard Tracey (AM): Good. I hope that Tanni Grey-Thompson will take that message to the Board too then and tell them what we think about it. Good. Thank you.

Now then Network Rail. We hear from London TravelWatch, who have produced some very interesting findings about the period of the Games, apparently Network Rail fixed over 3,000 overhead line faults between Liverpool Street and Shenfield immediately prior to the Games instead of just doing it rather more slowly and effectively causing disruption. Are you also going to improve the performance and be much prompter?

Dave Ward (Olympic Delivery Director, Network Rail): I am responsible for Anglia so I am very much aware of that detail. What we did was we removed over approaching 6,000 defects of varying degree in the six months leading up to the Games in the overhead line system. The rationale for that was, quite clearly, to provide a level of resilience that we knew would be required not only in the Games but going forward if you looked at the historic performance of the Great Eastern. It also gave the footprint - and I think this is aligned to a previous question - to move away from severe weekend blockages of the Great Eastern mainline. Indeed from next month there will be no weekend blockages of the Great Eastern mainline out to Essex and Suffolk to the end of the control period in 2014. That is a great example of how the Olympics provide not only a legacy for the Games but for future benefits for the industry.

It was so successful we are continuing and we have rolled that team over and they are now doing exactly the same exercise on the lines out of Liverpool Street to West Anglia on the suburban up to Cambridge. Again, I would expect, early spring, to start to see a similar improvement in resilience and reliability of that part of the system.

I alluded earlier to the helicopter and inspections which is at the margin as well. During the Games, particularly around the North London lines and where we share services, we shared response. Which meant a blue light response that was employed by TfL was responding to national rail incidents, and national rail engineers, if they were the closest, would respond to TfL on our shared lines. That is something we have committed to continue and we are working, together with colleagues in London Underground, to ensure that we extract the benefits from that.

We are also working extremely hard with our engineers. One of the soft internal benefits we saw was engineers that normally are office based and policy and strategy who we deployed on the front line in terms of response, that was something we could not continue. However, the benefit of that was they saw the shop window, what the problems are, and what some of the policies and strategies should look like. There is a whole host of resilience measures that we are discussing with the Office of Rail Regulation (ORR) tomorrow that we have funding for that we will start to deploy on what is the South East sector. They are all geared to try to build on what we delivered during the Games both in terms of how the infrastructure performed, how we responded to it and some of the perennial failures that we get through seasonality.

Again, the Games provided us to look at how we operate the rail infrastructure in a different manner and gave people who set policy and strategy, both fiscal and engineering, a view of the shop window, some of the difficulties that are there for the maintainers, the front line engineers and come up with some innovative solutions.

Richard Tracey (AM): That sounds very positive. A much more coordinated operation of teamwork.

Dave Ward (Olympic Delivery Director, Network Rail): I think we said right at the beginning, for me, the biggest legacy both internally for Network Rail, the rail industry and wider is actually that we deliver a transport product. We deliver a product to passengers who really are not interested whether it is Transport for London, ATOC or Network Rail. They want a product that is reliable and, when it goes wrong, the information is consistent. The Games crystallised that very simple hypothesis for us railway people.

Richard Tracey (AM): Could I ask Michael Roberts? South Eastern have told us that part of the legacy will be a new maintenance regime for its train fleet. Is that also going to be common? That is one operating company but there are several others that cover the London area and ought to be learning the same lessons.

Michael Roberts (Chief Executive, Association of Train Operating Companies): Yes. One of the things that we do together with and on behalf of the train operators more generally is to look at the opportunity to improve the way in which the fleet performs. Now the situation will vary by individual operator not least because different operators have different fleets at different ages. One of the things that we have done with them, and together with Network Rail, is to identify and to promote schemes that bid for industry-wide funding under the so-called Performance Improvement Fund which are specifically geared at things that can be done to improve the reliability of the rolling stock.

It is part of a much bigger picture that Dave was painting because rightly, as you identified, the one thing that drives passenger satisfaction and ultimately our ability to - if I can put it in a vested way - generate revenue is reliability. In London and the South East, as with other parts of the country, the industry has a target to improve reliability over the current industry planning period.

We are putting some extra effort, together with Network Rail, to try to make sure we hit those targets. The base element of that effort are the joint performance improvement plans which every train operating company (TOC) -- and there are essentially 11 train operators in London and the South East that have these together with Network Rail. They are discrete for each of those operators, together with the relevant route in Network Rail. Network Rail is improving and increasing the resource internally with project performance managers who are helping to make sure that those plans deliver. We are starting to look at new, more innovative ways in which, in this part of the country, we can improve performance. Things like what we call a red route concept for certain parts of the network - for First Capital Connect (FCC) and Southern I think - and ways in which we make sure we prioritise certain services to ensure that we hit those reliability targets.

The message I want to leave you with is this is the sort of thing, together with safety, that absolutely keeps the train operating community and Network Rail focused and, because of that focus, a lot of work is going into how we can constantly try to improve it. Learning in part from some of the things from the Olympics around how we manage the asset base; helicopters for example. The other half of it is actually just about good management both of the trains and the track.

Richard Tracey (AM): One other rather good point that London TravelWatch made is perhaps we could learn something in the makings of the freight network through London. Are there going to be some changes there which could actually help? Obviously there were some changes during the Olympics. Are they going to persist in the future to improve operations?

Dave Ward (Olympic Delivery Director, Network Rail): I think one of the staggering statistics is that 28% of all rail borne freight goes through Stratford. For us particularly there was a huge challenge when you had the biggest sporting event on the planet and a huge freight network both in the east coast and the London ports. Therefore, with the changes that we made in terms of re-timetabling for freight, it was important that we put the blueprint in that some of those were sustainable because then that again leaves a legacy. The work that we have done on what we call the Felixstowe to Nuneaton corridor, freight flows from the east coast ports, currently there are 28 freight flows on Great Eastern mainline a day. In my world that is 28 passenger trains that could run. Therefore we diverted a whole host of services via Felixstowe and Nuneaton. That puts a tremendous strain not only on that part of the network but then on West Coast mainline as it gets to places where we're just building a flyover - the name escapes me. We have got infrastructure work on West Coast mainline that eases that problem.

I was delighted that we got planning permission to build what we call the Ipswich cord which sorts out the bottleneck at Ipswich. We will complete that by this time next year. Again, it provided the blueprint to look with the freight operators that if we work together we can build win/win solutions.

I think there is still a lot of work to be done with Transport for London in particular around the North London line corridor and the Gospel Oak Barking, particularly with potential expansion of London Gateway Port. Again, the important thing is we are all aware of that, we are all looking at the options and we are all looking at what is the best. The easy reaction with the freight thing is to say, "Well we shouldn't run freight trains". Those freight trains generate as much economic activity both for London and the UK as the passenger trains do so we have to find solutions where they are an equilibrium and allow both to flourish. The Games provided a conduit where we looked at it in a very joined-up manner.

Quite optimistic that in the next five to ten years we will start to move that whole challenge.

Jennette Arnold (AM): Good morning Tanni. I have got a number of questions I want to ask about the accessibility of the transport system during the 2012 Games. I wonder, whilst you are here, if we could ask you to explore your role as a TfL Board Member. As I understand it, you share our concerns about accessibility to our public transport. It has long been a key area of concern for us. Can you start by telling us if you are satisfied with the monitoring and the position of accessibility on the TfL agenda?

Baroness Tanni Grey-Thompson (Board Member, TfL): I joined the Board at the back end of 2008 and I joined with a number of hats on, partly because of the Games and my experience with that but also it did feel like there was a very strong commitment to improving accessibility. Actually in London it is probably the best city in the country to live in for accessibility of public transport in terms of how it is connected; the buses, the taxis and the Overground.

I would love everything to be accessible. I would love there to be a lift at every single Tube station but the reality of that is it is challenging within the budget and with everything that we are trying to do in terms of running the whole of TfL. If you look at the work at somewhere like Green Park, which was really integral to Games time, that was a station it was very important that better access was put in there. You are looking at £100 million, maybe more. It is difficult.

Partly we need more disabled people using public transport to be able to do even more work. One of the amazing things about Games time was because there was such a push to encourage people to use public transport then, I think now a lot of disabled people are feeling far more confident about using public transport.

I have been in the chair 35 years. The only reason I actually started using buses in London is because Peter Hendy [Commissioner, Transport for London] made me! He walked me out of an event and he made me go on a bus. Because public transport is generally quite difficult a lot of disabled people, including me, were not terribly keen to try and use it because you do not want to end up being stranded somewhere. One of the good things about Games time is if you applied for tickets and you ticked the box to say you were a wheelchair user or you had special needs you were then sent at quite regular intervals information on how to travel at Games times; to look at the Journey Planner and to look at the London 2012 website. All that joined together helped people feel confident. But there is more we have to do. Absolutely.

Jennette Arnold (AM): As a Member of the Board this is a public service and that public service has a duty to be accessible to all. You have talked about the disabled user. Our population is ageing. We have got mums with buggies. The population, when you look at it, that would require that accessibility ease is greater than people in wheelchairs or buggies. Is there not a wider push that should be made to TfL? The argument about always deferring improvements because of the amount of money. Surely the investment is needed because the population is growing and we cannot continue providing an unsatisfactory service for a good proportion of people who are paying for that service. They are paying a full ticket.

Baroness Tanni Grey-Thompson (Board Member, TfL): Absolutely. We are always having to balance improvement to signalling and train tracks and it all gets put into the melting pot of what is the priority right now. As a disabled person I have to leave that at the door when I go into a TfL Board meeting. I do feel that there is a very strong positive feeling about wanting to do more but within the budget - I feel slightly difficult as a disabled person saying that - that we have. I think we actually do a very, very good job in terms of making it accessible.

There are some services which TfL offer which are maybe not as public. If somebody has a disability and wants to start using public transport there are people who will go and meet that person and guide them through to teach them the ropes. If you have never used public transport it is almost impossible to know where to start and to figure out how it all joins up. There is a lot of work going on but there is a great desire to do more.

Jennette Arnold (AM): Do you, as a Board Member, see the monitoring that is being done? What I find, as a Constituency Member, is what is coming out of the monitoring does not resemble the experience of users, especially on the bus services. When you ask my constituents, and many constituents of Members across the city, the monitoring says, "The service is OK" but the experience of it is far from OK.

Baroness Tanni Grey-Thompson (Board Member, TfL): As a Board Member we do see the feedback in a number of different sections. We would see it on the Surface Panel. I have quite regular contact with the Disabled Advisory Group so I get feedback through there. Then just as an individual I get quite a lot of individual feedback on people's daily passenger journeys. If they have had an issue where the ramp has not been working then people tend to email me directly. I am quite lucky that I

get feedback in different ways. If I get individual emails then I can feed that back into the system to try to make it better. Actually I do not think anybody wants somebody to be sat at the side of the road and not be able to get on either because the ramp does not work or there is not space.

Things that we have discussed quite frequently, which I would like to see, is actually a change in the rules on something like buses because currently there is one wheelchair space and it is quite a big space, but if there is already somebody on board with a buggy that Mum or Dad has to take the child out of the buggy, collapse the buggy and then hold the child. For me, as a Mum, that does not feel terribly safe if there is enough space to put a wheelchair and a buggy. I know it is quite a lot of rules to change but what we saw at Games time was people being very pragmatic about spaces on trains. I used the Javelin a lot. The staff there were putting four or five wheelchair users in the spaces because there was space for it to travel safely. I would love to see some of that feed back into the other sections where, if there is space to put a buggy and a chair without causing any problem, you could actually do that. At the moment the Games has been very positive in terms of empowering the staff to think they can do things just a little bit differently - obviously without breaking the rules - and they can make it better.

For me, I used public transport all through both Games and I have noticed a change in staff. If, say, I am using a Tube station -- I think people in the past were a little bit worried about coming and saying, "Do you need a hand?" The Games has given the staff the freedom to say, "Where are you going? Do you need a hand? We'll give you a hand on to the Tube". That has been very positive. It is not going to change everything overnight.

Jennette Arnold (AM): Will there be a review of that so that you can capture that learning, so that can be fed into the training programme? It is about empowering staff to be flexible in terms of their interpretation. They are challenged. I have been out with users and it is not a nice place to be on a wet late day because everybody then is a bit fraught. Is there going to be some sort of evaluation based on accessibility and any good practice that was seen there? I think that would be a good thing to do.

Baroness Tanni Grey-Thompson (Board Member, TfL): Absolutely. It would be a real shame if any of the amazingly positive things that happened at Games time -- also in terms of the network communicating with transport. Just generally more disabled people using the whole of the network in the UK. It would be a shame if any of that was lost.

Certainly at Board level prior to Games we had separate reporting on Games time. That has now dropped into the Commissioner's report so we have a legacy report as part of the Commissioner's report at every Board meeting and then it drops into the appropriate committees and panels as well. Talking to other Board Members I think they have seen more disabled people on public transport during Games time and they recognise they want that to continue.

Jennette Arnold (AM): The other good thing that came out of the Games was the use of the temporary ramps. We understand that the 16 Tube stations will keep those ramps for a few months whilst a review is going on. Will you be following that review as a Board Member?

Baroness Tanni Grey-Thompson (Board Member, TfL): Yes, absolutely. Personally I would very much like those manual boarding ramps to stay. I had an email from somebody yesterday who used them and she said it saved her £112 in taxi fares by the fact that on one of those stations she could

use a manual boarding ramp. I think it would be fantastic if they could stay. We also have to be very sensible in making sure that they are available, that they are used, that nobody gets left on -- the message is passed through to the next station so that people get off where they want to. It is probably quite sensible that we look at the use away from Games time, which is quite different, because what I would not want is to raise people's expectations post-Games and then them find themselves in a situation where they can maybe get on or cannot get off or vice versa.

Jennette Arnold (AM): The issue about the review was there on the table as a demand before the Games. When you look at what came out of the Games, Green Park as a station for step free access was on the agenda. What the Games did was it brought a number of things forward. One of the things that campaigners are concerned about is that TfL will become complacent now, tick the box and say, "That's all that we can do for a while". Do you think that would be a reasonable approach for TfL to take?

Baroness Tanni Grey-Thompson (Board Member, TfL): I think it would be dreadful if TfL became complacent and I have not seen any sign of that at all. Leading up to the Games I thought my role with the London Organising Committee of the Olympic and Paralympic Games (LOCOG) would be to have to consistently say, "And what about the Paralympics?" I never had to do that. I have not had to do that with TfL actually either. I think the Games meant that we could do things in a different way. As you said you could push on some of the accessibility issues. It would be a great shame if some of that was lost.

Since the Games we have had at least one Board meeting and a couple of Panel meetings where the issue of the manual boarding ramps has been raised. It is not just me saying, "If there's any way we can keep them". It has been several Board Members saying it. It is not just the right thing; it is what we need for the public in London.

Jennette Arnold (AM): Thank you for your work. The work has got to continue. We have not touched buses yet. That is still a big issue.

Caroline Pidgeon (Chair): Sophie Christiansen, who won three gold medals in the Paralympics, I had a phone conversation with her and she then interviewed Peter Hendy on the BBC and she got him to virtually commit that those 16 ramps would stay. Obviously we want it rolled out. I think there are a further 17 stations where those sorts of ramps could really help in terms of that step so it is something which we want TfL to really make sure they embrace. Joanne [McCartney], you wanted to come in here.

Joanne McCartney (AM): You earlier started by saying that the wrap around service, the information for example that was given to people who had mobility issues, was extremely good. Is there a willingness at TfL Board to carry that on; to have dedicated information? Perhaps if you sign up as a traveller with mobility issues you would get a bespoke service on a regular basis?

Baroness Tanni Grey-Thompson (Board Member, TfL): We have not discussed that yet in that kind of detail. The Journey Planner website has improved immeasurably in the last year where, as a wheelchair user, it was quite difficult. You had to scroll quite a long way down before you could put in your mobility needs and you had to have a reasonably good knowledge of the system to know which street to put in. Say you wanted to use a Tube station. A lot of that has been ironed out now so it is much better than it was. I would still like to see something where you - we have briefly talked about

this before the Games – can almost log in as a user and permanently store your details so I do not always have to be saying, “I’m a wheelchair user. I can’t do steps”. That takes time and as a user -- it probably only takes 30 seconds but it is frustrating if every time you do it you have to do it. Sometimes that can put people off. I would like to see continued improvements in the Journey Planner.

Joanne McCartney (AM): National rail do it. Certainly my train provider does. If I put in my regular route it will send me a text message if there are issues on the route. Something similar. Would you take that back to the Board? That bespoke service so people do not have to go looking. They will be automatically notified. That would be very good.

Baroness Tanni Grey-Thompson (Board Member, TfL): There have been improvements on the journey assist line as well. Before it was only a phone number. Now you can do it by email. There are a few different ways that you can do it rather than having to ring an 0845 number all the time and maybe spending a bit of time waiting if the lines are busy. I think that would make it much easier for disabled people to think about travelling.

Victoria Borwick (AM): Just a quick one continuing particularly on the communication and the opportunities for encouraging and getting more disabled people around. I want to go back to those with mental disabilities. Obviously the signage that we all saw was much better. It is one of the things that Val [Shawcross AM] has previously raised about improving the signage to help people. I also think it is quite difficult if you want to go from one mode of transport to another that the signage is still really small and not actually done for anybody who has any inabilities. That is another message you could take back with what Joanne said; the signage and colour coding and simple ways. For example, even perhaps coming off the train at Victoria and then getting to the coach station is just incredibly confusing. Real interchanges like that. I can go through several. It is almost impossible for anybody with any mental handicap to do.

Of course you are absolutely right; Network Rail is extremely good if you are on the train and you need to be taken on and off the train at a certain point but they will not go past their barrier. At the end of their bit they will not then take you to the next mode of transport. As we are making these improvements we all thought the signage was really good so could you take back improving the signage and helping connectivity between one mode of transport and another?

Baroness Tanni Grey-Thompson (Board Member, TfL): We did talk briefly about that at our last Board meeting because a lot of wheelchair users reported back to me that they found the pink signage at Games time incredibly useful in terms of directing which carriage to go to. We did have a brief discussion about the connectivity because, again, if you do not use public transport a lot or you have a mental disability it can be difficult.

Victoria Borwick (AM): That is something we could certainly continue to influence.

Caroline Pidgeon (Chair): Certainly. We will pick up some more stuff on signage in a minute.

Mark Evers (Director of Games Transport, TfL): You would still see some of the magenta signs up around the network now so where we have learnt some things we have kept that out and in place. Definitely an area for improvement.

Caroline Pidgeon (Chair): We are going to pick up some more on signage in a minute.

Michael Roberts (Chief Executive, Association of Train Operating Companies): Could I just pick up one point? Maybe you are going to move on to it. We are never complacent about the need to improve signage for all passengers, not those with impairment. One thing we do provide on the national rail inquiry website is a facility called Stations Made Easy which allows you to plan -- go on to a station and then either get a connecting train or get off and then get on to something off the rail estate, you can actually plan your journey from A to B and that is something --

Victoria Borwick (AM): You are making a presumption that people can use the internet.

Michael Roberts (Chief Executive, Association of Train Operating Companies): I know but it is just an example of what the industry is doing to make these sorts of things easier.

Victoria Borwick (AM): I understand that. For some disabilities that is absolutely fine. We are all making a presumption here that people -- there is a large proportion of people who do not/cannot.

Michael Roberts (Chief Executive, Association of Train Operating Companies): I should say it is something that is of value not just to those with impairments but actually families --

Victoria Borwick (AM): I agree but this particular section we are focusing on.

Tom Copley (AM): I wanted to look at the issue of managing demand, which we have already touched on. Mark, you mentioned the figure of 30% of people whose travel behaviour had changed. Am I right in saying TfL is saying that that was predominantly from people changing things like the times at which they travel, rather than not travelling at all?

Mark Evers (Director of Games Transport, TfL): It was a mix of all three. There were certainly some people who did not travel as much as they would ordinarily do. They might have left London and gone away on holiday or they might have worked some days from home. There was a proportion of people that were not undertaking their normal journey. But there were more people who were changing the times that they were travelling or changing the mode of transport. The total number came to something around about a third during both the Olympic and Paralympic Games.

Tom Copley (AM): How did you assess this? Was this this survey you mentioned before?

Mark Evers (Director of Games Transport, TfL): Yes. There was a survey conducted every day during both the Olympic Games and the Paralympic Games that tried to estimate the number of people that were doing something different to what they would ordinarily do. The most meaningful numbers are related to how people changed their normal week day daily travel because there is much greater discretion that people have around weekend trips. The numbers for the Olympics and the Paralympics showed about a third of people changed the way that they travelled during the Games. For some people it was a mixture of things. They might have been travelling a little bit earlier and to a slightly different Tube station. You cannot apportion things out neatly because there is a bit of inter-mixing of what people did differently.

Clearly there is an opportunity for us to keep on talking to our customers after the Games to help them to avoid busy parts of the Tube network and the rail network on a regular basis so that it makes their

journey experience more pleasant. Moreover, it makes our services more reliable because when you get a very large number of people using trains that is when you start to get bags caught in doors and people rushing to get on and dwell times go up and the reliability of the network as a whole starts to suffer. Things that we can do to manage demand can make significant improvements to the experience of everyone's journey.

Then, as we touched upon beforehand, that travel demand management piece also gives us greater flexibility to manage and upgrade maintenance works in the future so, again, we can conduct those. They are needed. We need to keep on improving the network but we can do so in a way that does not inconvenience people more than absolutely necessary.

Tom Copley (AM): Sure. I will come on to a bit more of that in a minute. There was a piece of research that University College London (UCL) did looking at Oyster card data which showed that the majority of this 30% of people who changed their patterns did come from people who had either gone on holiday or were not travelling into work. Presumably you have seen this piece of research?

Mark Evers (Director of Games Transport, TfL): I am not intimately familiar with that but certainly the information that I have been given -- and certainly during the Games we did some specific detailed analysis around some stations, in particular those around central London, to look at where were -- Oyster cards that we were seeing appearing at a certain station in the weeks leading up to the Games where were those Oyster cards appearing on the network during Games time? There was evidence to suggest that people were making use of different stations and they were travelling at different times of day.

There was a mix of all things. Certainly there were a number of people that were not undertaking their regular journeys during the Games but it was not a matter of people steering clear of central London. We had figures to show that, yes, usage was up across the entire network but in central London in particular we saw, for example in the West End, the number of exits and entrances into the West End stations up by 15% across the Games. Lots more people making use of --

Tom Copley (AM): It is not about knocking TfL. It was just making sure we know, as clearly as we can, where these changes occurred. Is there any data yet available on people who have stayed ahead of the Games and have continued their changed travel patterns post the Games?

Mark Evers (Director of Games Transport, TfL): There is an ongoing programme of work to monitor both whether individuals have continued to behave as they did during the Games, but also talking to businesses to see whether or not they are continuing to operate their flexible working patterns and continuing to liaise with their freight operators in a different way. To be honest, it is too soon to have that. There is a lag in collecting the survey data and analysing it. We expect to have some information on that over the course of the next couple of months and hopefully by the end of the year be able to say something meaningful about an ongoing change in behaviour. Certainly there is lots of anecdotal evidence. People who have observed certain trains at certain times of day in stations that are either busier or less busy than what they would ordinarily do, but I do not have any hard statistics to back that up.

Tom Copley (AM): I am interested in this issue of consultation and liaison with business because obviously it is in the interest of business for people to be able to get to work on time, at the right time

and things like that. I wanted to ask a similar question to ATOC. Have you had discussions with business post-Games about employees' travel patterns?

Michael Roberts (Chief Executive, Association of Train Operating Companies): No, we have not.

Tom Copley (AM): You have not yet.

Michael Roberts (Chief Executive, Association of Train Operating Companies): No.

Tom Copley (AM): Do you plan to at all?

Michael Roberts (Chief Executive, Association of Train Operating Companies): It is something that we would probably look to individual operators to do rather than ourselves.

Tom Copley (AM): One of the reasons that people were able to make these decisions about when they travelled during the Olympics was because of the availability of data and information and things like that. Is the raw data that TfL uses, for example on Journey Planner on live service as it were, available to third party developers?

Mark Evers (Director of Games Transport, TfL): I believe it is available, yes. As a result you have a variety of different applications that you can download to give you real time information. Certainly that is the principle that we operated during the Games; making the most up to date information available so that people could help to plan their own journeys. We saw people changing their journey plans throughout the Games. Looking forward people will continue to do that into the future. We certainly have plans to continue to use both our mobile website but also, increasingly, social media as well to help people to navigate the network as conveniently as possible.

Baroness Tanni Grey-Thompson (Board Member, TfL): Could I just add as well I was involved with a few of the meetings where TfL was going out either to freight companies or to businesses to say "plan ahead for the Games". I think that was generally very well received. Certainly having spoken to a couple of companies afterwards the Games gave them the opportunity to think differently about what they did. Some businesses probably got into a bit of a rut in terms of deliveries and what they did, and they are now thinking about maybe deliveries at different times, maybe some night time deliveries where it is appropriate. I think that is really positive as well.

Mark Evers (Director of Games Transport, TfL): One of the great things that we established during the Games was with business, freight, was an opportunity on a regular basis for both Transport for London but businesses, London Councils, and anyone involved in the delivery of goods and services within the London area to get together to talk through those issues. There has already been a meeting of the Freight Forum after the Games that is going to continue so it can deal with those sorts of issues around how do we continue greater levels of freight consolidation in London and how can we look at, where it is appropriate, an increase in out of hours deliveries so that we can take advantage of some of those benefits that we saw during the Games.

Tom Copley (AM): Excellent. Thank you.

Caroline Pidgeon (Chair): Tanni, I am aware you have got to leave as you have another appointment to get to. Is there anything you wanted to add, as a Board Member who has been monitoring before the Games and now and looking at legacy, about what things you are going to be doing going forward? I am particularly interested in, it is great everyone has been working together, but that depends on personal relationships up to a point, and you had a project you were working on. It could be very easy for the train companies and TfL to go back into their silos. What are you doing, as a Board Member, to make sure that does not happen?

Baroness Tanni Grey-Thompson (Board Member, TfL): I was really pleased -- that is an understatement really. For me the biggest threat at Games time was going to be transport. I spent about a year before telling everyone it is going to be quite busy. It was just amazing. TfL and everybody involved in the Games did an amazing job. But you are absolutely right. I think the Games encouraged/forced people to work together and lots of different organisations probably spoke in a way that they had never done before. It is really important. I sit on TfL with an accessibility hat on. It would be a huge shame if any of that was lost. Also there have been new networks created which are hugely positive.

What I would like to see, from the figures that we have from Games time of the number of disabled people travelling -- we are probably never going to match those again, but I would like to see the figures on disabled people travelling just increasing all the time. I think that is a huge piece of work. I have not met anybody actually who has said, "We didn't enjoy working together". Most people have said they got an awful lot out of it and now it has started it does feel there is a will there. I guess it is a bit like participation figures in PE. There is a massive waiting list after the Games and it is gradually going to drift off over the next year. Unless I, as a Board Member, and other people keep on at it then it is not going to happen.

Can I apologise for only coming in very briefly. I came in on a flight from Barcelona this morning. I landed at 9am and was here at 10.30 so that is a massive testament to public transport in London today; how brilliant it was! I am sorry. I am going to Cardiff this afternoon to Chair a Committee for the Welsh Assembly Government on PE in schools so apologies for just coming in for such a short time. I would be delighted to come back any time and talk to you for longer.

Caroline Pidgeon (Chair): Thank you. We have had you before our Committee before and we are delighted that you were able to make the time today. Joanne, you wanted to pick up one thing?

Joanne McCartney (AM): Have you got any satisfaction figures for disabled users during the Olympics? I know TfL does general passenger satisfaction but do you do particular discrete satisfaction levels for disabled users?

Mark Evers (Director of Games Transport, TfL): I do not think so. Certainly we do a lot of work with several of the representative groups and that feedback has all been very positive. I am not personally aware of any surveys --

Joanne McCartney (AM): That would be interesting, particularly if you are evaluating the manual ramps for example.

Baroness Tanni Grey-Thompson (Board Member, TfL): Through LOCOG we have the database of who booked the accessible parking spaces at the various venues --

Joanne McCartney (AM): So it is possible to go back to them and ask.

Baroness Tanni Grey-Thompson (Board Member, TfL): -- and we know people with special needs who booked tickets for the Games so we would have the database of that.

Caroline Pidgeon (Chair): A particular survey or something, a piece of work.

Baroness Tanni Grey-Thompson (Board Member, TfL): That would be really interesting to see what their experience was, whether they had used public transport before and whether they would use it again. It would be a shame if it was just a one off and they thought it was only that good because of Games time. I will take that one back.

Caroline Pidgeon (Chair): If you could take that away I think that is very good.

Baroness Tanni Grey-Thompson (Board Member, TfL): I will report back on that one.

Caroline Pidgeon (Chair): Thank you very much. Let's move on to our next area and Joanne you are going to pick up cycling and walking.

Joanne McCartney (AM): Yes. It follows on from demand management because one of the ways you can manage demand on a public transport network is to shift some of that use to cycling and walking. You were very successful in your figures. I believe you had a 7% increase in walking, 18% during the Olympics and 18% during the Paralympics. Cycling. I think you got more than 20% more cyclists using bridges over the Thames during the --

Mark Evers (Director of Games Transport, TfL): I had some more information through recently. Across London as a whole we saw an increase in cycling of around 20%. In central London it was higher than that so around the 28%-29%, and then in some parts of London like east of London around the venues themselves we saw an increase of around about 16% in cycling there. Similarly for walking we saw an increase of about 22% in London as a whole with, again, much larger increases within central London. Lots of people taking the opportunity to get out and experience clearly what was a fantastic time to be walking about London but also, practically speaking, an effective way to get around parts of the city.

Joanne McCartney (AM): Do you know how many of them were actually shifting from the public transport network or some who were just visitors or tourists?

Mark Evers (Director of Games Transport, TfL): Not in any great detail, no.

Joanne McCartney (AM): One of the things that we have heard in our evidence is that the information system for public transport users was extremely good, but actually TfL in particular could have done more in its automated notifications to actually promote the use of cycling and walking. Was that something that you took a decision not to do or was it something that you perhaps will look to do more of in the future?

Mark Evers (Director of Games Transport, TfL): We tried to do as best as we could in providing more information for people ahead of the Games to walk and cycle more. There was more information

put on to our website. We handed out six million walking maps at mainline Tube stations and rail stations around the city to help people navigate about. There were improvements made to journey planners. More online walking and cycling maps as well. If you went to Get Ahead of the Games walking and cycling were promoted as effective ways of avoiding those hotspots, both locations and times of day. Given that we saw such a significant increase in the numbers of people that were walking and cycling during the Games I think it was successful.

There is a fantastic opportunity to do more into the future, clearly, with the success of both Team GB and Paralympics GB in the cycling events during the Games. There is a chance to build upon that. The Mayor has recently announced an extension of the Barclays bike hire scheme to the south west of London. More cycle superhighways going in place as well. Lots happening including the big Ride London event that will take place for the first time in August of next year. I think, personally, we did a good job ahead of the Games to try to promote walking and cycling but it is part of an ongoing programme to get more and more people out there walking and cycling.

Joanne McCartney (AM): I presume one of the legacies is if that peak of use in the Olympics then translates into increased use. I know it is very early days but do you have any latest figures as to whether that trend has continued?

Mark Evers (Director of Games Transport, TfL): It is difficult to measure as well because both walking and cycling are seasonally dependent so we get to this time of year and you see a natural drop off as the weather unfortunately takes a turn for the worst. We will not have a real answer until the comparable time next year where we can see whether or not that legacy has been sustained. We need to keep working between now and then to make sure that it is.

Joanne McCartney (AM): Just some things on some of the structures. A lot of increased cycle parking was put in not only in the Park but outside as well. Is that going to remain permanently?

Mark Evers (Director of Games Transport, TfL): Elements of it are remaining in place. I am not sure of the details around the Olympic Park. I know that there were 7,000 secure cycling spaces but, as part of the redevelopment of the Park, there will be more secure cycling infrastructure put in place during the Games. We also put in some additional secure cycle parking across central London as well so that has been of a long term advantage to people that use bikes in London as well.

Joanne McCartney (AM): Signage as well for walking. There were lots of improvements made, particularly around the station and in the Park itself. Will that remain? Are there any lessons you have learnt there that you could move to other particularly big transport interchanges?

Mark Evers (Director of Games Transport, TfL): Yes. The Games were an opportunity to continue the roll out of what is known as the Legible London scheme so the monoliths that appear with local area maps. Feedback from both Londoners and visitors was that that was very helpful. We continue to work with London's boroughs to roll that out across a larger proportion of London. I think we also learnt a lot about way finding and signage for big events in London. We had 215,000 bits of bright pink signage out across the network. Whilst I do not think that we are going to be putting up that amount of signage in the future, generally speaking what we have done is rely upon providing people with information ahead of events to help them to get around. We came up with some very innovative ways of putting up some of this signage at relatively low cost and quite quickly. I think that

there is a chance to do that again for big events in London to help people to get around the city more effectively.

Joanne McCartney (AM): I know that when we last looked at this there was talk about trying to improve cycling and walking at the Olympic Park but also whether you could use some of the work you have done and improve the Greenway routes and increase the number of them. Is that something that you still see as coming out as an Olympic legacy?

Mark Evers (Director of Games Transport, TfL): Yes. The ODA invested around £10 million on improving walking and cycling routes in the Olympic Park area. As the legacy company takes over and continues with the redevelopment of the Park there is money available – I am not sure exactly how much – to ensure that that sort of legacy is continued. Across the rest of London, TfL continues to look at how it can promote walking and cycling. Part of that is making sure that we have got good routes for people to use. Some of them being the cycle superhighways but also looking at the use of Greenways and towpaths as well.

Joanne McCartney (AM): Can I finally ask about river services? There was a 44% increase in Thames Clippers during the Games. I know that the Mayor's legacy plan talks about improving links between central London and Greenwich and using the River Lee for freight. Can I ask how far those plans are worked up and when will we see further detail of those?

Mark Evers (Director of Games Transport, TfL): There was work done prior to the Games as part of the river Concordat that identified different infrastructure investment that needed to happen ahead of the Games in order to both meet the needs of greater spectator numbers then but also to provide benefits into the future. There was work done at Power Pier, for example, and Greenwich Pier to enable people to make more effective use of those particular piers in the future. Work is ongoing around the use of the River Lee for freight. I presume that some of the redevelopment work that is taking place in the Olympic Park will make use of that. It is not an area that I am specifically familiar with.

Joanne McCartney (AM): The Mayor has also said that he would produce a River Strategy. Are you aware of that and, if so, do we know when it is going to be produced?

Mark Evers (Director of Games Transport, TfL): I am not aware of when it is going to be produced, no, but I am sure that we can come back to the Committee with details.

Joanne McCartney (AM): That would be helpful. Thank you.

Murad Qureshi (AM): Are there lessons to be learnt from the demise of Water Chariots?

Mark Evers (Director of Games Transport, TfL): It was a commercial operation that some individuals thought made sense. I am not going to comment on whether or not that was a good idea. What was demonstrated during the Games was that for certain types of movements, river transport makes an awful lot of sense. We saw more significant numbers of people travelling to Greenwich for the equestrian events and to the North Greenwich arena for the events that were taking place at what is now again called the O2. It makes an awful lot of sense there and we provide provision for that. River transport is not necessarily the way that you are going to move the vast majority of people about

the city. It is finding the right place for it, investing appropriately and providing the right environment for commercial operators to get involved and make a profit from it.

Murad Qureshi (AM): I think they overpriced themselves personally. Way over the top. That is what I was getting at.

Darren Johnson (AM): One of the big successes of the Games and transport during the Games was the improved customer services and improved information. What were the key features of that that made it successful?

Mark Evers (Director of Games Transport, TfL): Central to it all was -- and I think it is time we try to do all the time, but genuinely during the Games we put the customer at the heart of everything that we were thinking of. We really did try to ensure that a person travelling, no matter what part of the network they were on, whether that was a national rail service or TfL, felt like it was a single seamless journey. We put a lot of time and effort into planning that journey for many years and thinking about how the customer would experience that. So even before they left home we put a lot of thought into how to present information to them so that they could plan their journey, how to make information available to them through a variety of different channels whilst they were making the journey. Whether that be mobile applications, Twitter, information screens at national rail stations and on the TfL network and having staff out on the network equipped with real time information as well so that they were able to help people get around. By looking at it from the customer's perspective we did a really good job of that. There are lessons to be learnt into the future about how we can continue to think about provision of way finding and signage that information so we keep on making sure.

Darren Johnson (AM): I am going to come on to this. We have heard from Peter Hendy in the past and yourself and Dave regularly how this is now a permanent legacy and a permanent feature. How is this actually continuing on a day to day basis as an improved approach to customer services and basic information?

Mark Evers (Director of Games Transport, TfL): Within Transport for London there is a new project that has been set up looking specifically at the customer experience and all elements of TfL's work with customers to ensure that we are thinking about things from their perspective. There are new ticketing products coming on to the market. Some of the things that were discussed earlier around improvements to the TfL website are taking place. There is a rebuild happening at the moment and that will be improved. In terms of collaboration and coordination across the different transport operators there are ongoing meetings, certainly from the marketing and comms community of each of the organisations, to make sure that we continue to present information in a joined up way. Around specific projects, London Bridge would be a good example.

Darren Johnson (AM): In terms of the London Bridge redevelopment then, are we going to see a similar type of experience to the Olympics; lots of people out in pink tabards giving helpful information and lots of very clear signs about where to go? Are we going to see a similar sort of approach on that and other big projects?

Dave Ward (Olympic Delivery Director, Network Rail): Yes.

Darren Johnson (AM): You will be resourced in terms of the staffing implications of that? That was one of the key lessons from the Olympics; you need the number of people out there to provide that information and make sure that it is obvious where people go.

Dave Ward (Olympic Delivery Director, Network Rail): Within Network Rail during the Games we had 650 of our office based staff who volunteered to be our shop window magenta at the London termini. To a man and a woman they all said that it was the best thing that they had done in their careers. It showed them what the product is and could we continue it. We said yes. One of our managing directors is leading just making sure that we have a proper structure to it. The issues that these people have to be trained and keep their competence in in basic health and safety, fire, evacuation remain. Therefore, it is joined up with the train operators. The intention is exactly as you describe so on New Year's Eve - magenta. When we do specific weekend engineering work, big stuff - magenta. It becomes synonymous really with information if you need to know where to go and how to go.

Darren Johnson (AM): You will have a permanent reserve army of these people on standby then for big events such as this? That is the plan?

Dave Ward (Olympic Delivery Director, Network Rail): Yes.

Darren Johnson (AM): We have touched on signage in terms of help for disability access and so on but generally signage was something that was really helpful and very, very clear throughout the Games. So often on other parts of the network it is very easy -- I have been travelling on the Tube for years but sometimes I miss an exit sign and find myself on the wrong platform because I missed a sign about that size telling me I should be on the Northern line or the Central line or whatever. Is that a legacy that we are going to see rolled out? It was so obvious when you stepped out at Stratford that you could not possibly make a mistake because the signs were absolutely huge. Are we going to see that elsewhere on the network; big signs?

Mark Evers (Director of Games Transport, TfL): Where appropriate there will be big signs. Also what we learnt through doing a whole series of walk-throughs of stations to make sure that they were going to operate effectively during the Games, it is often about putting information in the right places, making it frequent so you feel confident in your journey, and you know where you are going so there is a repetition there. We have the audits that took place prior to the Games and we identified those areas where perhaps we were not providing as much information as we would want to around key decision points. We will go back afterwards and improve way finding and signage in those locations.

Darren Johnson (AM): So we will be seeing some of that magenta signage stay as a permanent feature then or be replaced with something similar?

Mark Evers (Director of Games Transport, TfL): We will probably reserve magenta and colours like that for big events. Whether it is magenta or whether it is another very bright and identifiable colour who knows.

Darren Johnson (AM): There is probably a competition to be had about the last bit of magenta sticker remaining on the transport network and how many decades away will the final ones be pulled off!

Mark Evers (Director of Games Transport, TfL): The principles about legible font size and information provided at the right height so it is clearly visible will most certainly be applied to the business as usual way finding and signage within our networks and we will continually improve on --

Darren Johnson (AM): A lot of TfL signage on the regular network, whilst it is an absolute design classic and looks really, really nice and fits in with the station environment and so on, it is often so easy for customers to miss that and not to see the appropriate sign that is pointing them to the appropriate platform.

Mark Evers (Director of Games Transport, TfL): OK. I will continue to review the way finding signage.

Murad Qureshi (AM): We have moved off rail here and on to the roads. What lessons are there for better management of the road network from the Olympics and the Paralympics?

Mark Evers (Director of Games Transport, TfL): There are a few different areas where we have learnt an awful lot. One is the importance of being able to develop very good transport models ahead of making changes to the road network so that you can predict what the likely consequence will be of making a change either to traffic signal timings or to potential restrictions on the road network. Ahead of the Games we developed very detailed models for all of the major corridors within London. After having made changes those models were demonstrated to be quite robust and they modelled what we actually ended up seeing on the network.

One of the legacy benefits will be to have that in our armoury so that we can actually work through all of the different transport corridors and test things to try to ensure that we improve the flow of traffic across all of London. We learnt a lot about the implementation of what gets called Active Traffic Management (ATM). Before the Games we already had a large number of traffic signals within London that could be automatically controlled and could be controlled in a way where multiple sets of traffic signals worked together so you do not just try to optimise the flow through one particular junction; you take a series of junctions and you optimise across all of that to maximise the flow of traffic. We invested an extra £40 million ahead of the Games to extend the size of the footprint of that technology in London and, again, that will help us to get more people through the network.

We have touched upon Travel Demand Management (TDM) significantly in the context of the public transport network but there is a similar story to be told about key road traffic corridors as well in London. If there are particular hotspots we can try to work with road users in those areas to understand which areas get busy at certain times of day and to suggest to them either changing the time of their travel or maybe alternative routes.

Then also working with the freight industry is the last area which I would like to touch upon. During the day freight traffic can account for as much as 25% of road traffic in central London so anything that we can do to reduce the number of freight journeys through businesses consolidating the number of deliveries that they take through looking at out of hours deliveries will free up additional road space which can be either used by other road traffic users or potentially reallocated to other users like walking and cycling as well.

Murad Qureshi (AM): Before I go through all those points you have made, can I be clear with the Olympic Route Network. Would you accept it did not need to be as severe as was intended?

Mark Evers (Director of Games Transport, TfL): Based upon the information that was provided to us by LOCOG and through discussions with previous host cities, we built an Olympic Route Network which was capable to deal with the volume of traffic that we were anticipating and to ensure that Games family members could get to and from their events reliably. We recognised that there was an inherent amount of uncertainty there and, as a result of that, we put in place the flexibility to turn off Games lanes in those locations on the Olympic Route Network where there were Games lanes so that all road users could make use of the network.

I think we got it right. We built for what we had to but then we also incorporated the flexibility to make sure that the road network as a whole could function. Our experience of talking to businesses and the feedback that we have had from motorists would suggest that we got the balance about right.

Murad Qureshi (AM): I think some acknowledgement of that needs to be done. My experience of it in central London was you were winding it down sooner than you had anticipated for the simple reason that a lot of athletes and those you were trying to protect in travel streams were using public transport and we are grateful for that.

Mark Evers (Director of Games Transport, TfL): Yes.

Murad Qureshi (AM): Certainly they used the Javelin quite regularly to get from St Pancras to Stratford. That said there had been some concerns by local authorities in west London about the traffic signal timings - 1,300 in particular - where they did not feel they had been consulted at all and caused congestion not in west central but further out in London. Would you acknowledge that?

Mark Evers (Director of Games Transport, TfL): In order to change the traffic signal timings in central London, yes, you need to change the traffic signal timings across a broader area and that has a cascading impact. That did mean in some parts of London road users experienced a delay at a particular set of traffic lights when it may not have evidently been clear as to why that should have been happening at that particular signal. It comes back to the nature of you need to manage the flow across the entire network as opposed to on a junction by junction basis.

There was a lot of work done beforehand to consult with local authorities. Perhaps there should have been more. I know that there were ongoing discussions throughout both the Olympics and Paralympics between surface transport within TfL and the different boroughs. Once again the balance was about right. We have always recognised that it was about striking that balance. You could not assure reliable journey times for Games family members without necessarily perhaps taking some of the road network away from regular road users but we got the balance right and we managed it flexibly where we could do as well.

Murad Qureshi (AM): I am sure you would say that. For councils like Hounslow they feel they got the displacement of the traffic, they were not consulted in that, their residents had to live with the awkwardness of being on and off the M4 and the main way in from Heathrow anyway, and it was exacerbated during the whole Olympic and Paralympic period. There are lessons to be learnt about that, particularly in the consultation of the signalling. If I look at the correspondence it is not just them but boroughs like Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea are saying clearly that they were not aware of those changes until it actually happened.

Having made that point, can I move on to an area which we have already touched on which you brought back again; freight. I am not talking about rail freight strategies but the road freight. There are some lessons to be learnt, particularly out of hours deliveries. Are there any particular ones that you think TfL have learnt which will be useful?

Mark Evers (Director of Games Transport, TfL): The Games provided many examples of where out of hours deliveries could take place with no disruption to the local community, with freight operators who were applying the code of practice that we developed with London Councils and with the industry, and demonstrated that out of hours freight deliveries are something which can be considered in the future. One of the first items that the Freight Forum is looking at is how we can continue to do that in the future. It is not a case of it is going to work absolutely everywhere; it is something which does need to be looked at on a more or less case by case basis. There is more than enough evidence of success out of the Games to demonstrate that a blanket position saying that it is not something that should be looked at is certainly not the case. We need to work with London Councils, with the individual boroughs, with the industry and with the businesses that take deliveries to make sure that the right approaches are in place so that local residents are not disturbed. That is clearly a significant benefit.

If you could take even a small proportion of the freight traffic that is on our roads during the day and move it to the evening it does certainly have a significant impact on road congestion during the day and things that you can do to promote other road users in that time.

Murad Qureshi (AM): I welcome that debate but I would also want to make sure that noise issues are addressed, which local residents in places like Earls Court clearly have concerns about. There are safety concerns as well. There may be a benefit in moving freight transport off roads during the day time for cyclists, for example, but those discussions need to be aired fully and the views of cyclists as well as local residents in particular places where lorries do go through regularly need to be taken on board as well as the freight industry and businesses.

Mark Evers (Director of Games Transport, TfL): Yes. I would agree.

Richard Tracey (AM): I have heard what you said but are you aware - Murad has already touched on it - just how critical London Councils have been of the changing of traffic light signals? They go so far as to say - obviously echoing the views of some of the councils that Murad has mentioned - that it was heavy handed and really does need to be adapted considerably for any potential future use.

Mark Evers (Director of Games Transport, TfL): That is a fair comment. Clearly there have been, from several of the boroughs, concerns about the level of information that they had prior to the Games. In many instances that information had been provided but maybe it had not been provided to everyone within the local authority that needed it and there were presumptions that that would be shared internally. There are lessons to be learnt about how to conduct that consultation so that everyone feels like that they have the information that they require and can be brought into changes that are being made.

Richard Tracey (AM): We have always heard from your colleagues on this subject that there was consultation but some of the councils almost suggest that they really were not consulted about how it was going to happen; the switching on and switching off of lights.

Mark Evers (Director of Games Transport, TfL): There was extensive consultation with boroughs and other stakeholders across London ahead of the Games about the changes that were going to be made to the local road network. In part, it was about changes to traffic signal timings but also consultation around other changes to the road network, whether that be changes to parking and loading restrictions and right and left hand turns. A lot of consultation took place. More than was statutorily required. We can learn more and do more.

Richard Tracey (AM): With due respect, I wonder whether TfL's definition of consultation is you tell them rather than you listening to them. Bluntly. This is something that a lot of us have heard from borough councils, the ones that we work with in our constituencies. I wonder really how much cross-flow there was or whether it was all in effect one way and you were saying, "This has got to happen. We've got to make sure we're in control of this" and you did not listen to the feedback.

Mark Evers (Director of Games Transport, TfL): During the design of the Olympic Route Network and Paralympic Route Network there were changes made to various areas of design both signal timings, banned turnings, parking restrictions and pedestrian crossing. It did evolve and it evolved as a result of the consultation with boroughs and others. One of the areas which we have highlighted previously was the fact that working together and collaborating means that you operate a better transport network. I think that is a lesson for the future with the road network as well and with the boroughs. Transport for London manages the strategic road network in London but it needs to be married up to the local road network operated by the boroughs. In some parts of London there is a fantastic relationship there. Perhaps in other parts of London it can be improved. That is a lesson to move forward with after the Games.

Richard Tracey (AM): All this is feeding into the Mayor's Roads Task Force. Not only traffic lights but the handling of roadworks and so on. We are going to get some results out of that are we?

Mark Evers (Director of Games Transport, TfL): Yes. A lot of lessons from the Games but not just from the Games, are going to be looked at as part of that task force. It is great that there is a specific piece of work involving all key stakeholders to look at how we make best use of London's road network into the future.

Richard Tracey (AM): Hypothetically, if you were to have to face something like this again in another eight year's time -- the President of the International Organising Committee (IOC) has said that he would welcome a bid from London at some point! Hypothetically would you do things differently?

Mark Evers (Director of Games Transport, TfL): We are talking about things around the edges. On the whole, transport worked well for the Games but there are things that perhaps you would think about doing differently. Looking at the co-location of road events on parts of the Olympic Route Network made our lives more difficult in some cases. However, the benefit from doing that was that we had some incredibly iconic shots of London as people were either running around the city or cycling around the city. It is up to the transport network to deal with some of those issues. Perhaps we could have looked at doing thing slightly differently there.

Possibly a greater focus on last mile responsibilities earlier on. Last mile meaning that area between the transport hub and the venue and who was responsible for that. We definitely got there in the end. That final link in the chain worked very, very well but a lot of time and effort went into it. Perhaps if

we had started there a little bit earlier maybe we would have made easier going of it but I do not think it compromised the final product at all.

Caroline Pidgeon (Chair): I wanted to pick that up perhaps with Dave and Michael; if there was one thing you would have done differently what would it be?

Dave Ward (Olympic Delivery Director, Network Rail): Probably on key routes we would have gone into it with a timetable of 24/7 operation.

Caroline Pidgeon (Chair): Really? You would have considered 24 hour.

Dave Ward (Olympic Delivery Director, Network Rail): We ended up with virtually that on Stratford International high speed. We would have benefited from it throughout the mainline and other places. Particularly all four ceremonies - they got it right on the last one - overran which caused a lot of fire fighting.

The other one which is a supplement to that - sorry to steal it but it is not London centric - is not trust that venues in cities that host sporting events actually were robust. Some of our biggest issues are around football and the different dynamic and the different sort of dynamic that the Olympic brings. It is a mother with apple pie thing. Do not think what worked yesterday will always work going forward. Those were the two biggest things.

Caroline Pidgeon (Chair): That is very useful. Michael, anything from the train operating company point of view?

Michael Roberts (Chief Executive, Association of Train Operating Companies): There is nothing fundamentally that we would feel needed changing but, as Mark was suggesting, it is about detail and nuances around the edges. Some of the forecasting of demand, particularly for unticketed major spectator events like the Marathon, we could have been better on that. In consequence, we could have been better in making sure we could match public transport provision with the demand to move. The marketing of rail tickets to go jointly with events tickets where we would have liked a little bit more freedom to do things earlier and with higher profile but, ultimately, LOCOG had views about how marketing should be done.

None of this detracts from the fact that the public transport community is a pretty humble lot and our ambition was to make sure that it was sport and not transport that was the headline of the Games. You were very generous as a Committee in your comments at the start of the meeting. We do feel, and we can say with confidence, that actually we did the job we needed to do and we did it well.

Caroline Pidgeon (Chair): Absolutely. Thank you very much indeed for your time and, Mark, for coming before us every few months, and Dave and others, over the last few years. We will be putting some recommendations into a report on this for legacy but thank you very much for your time this morning.